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THE EXECUTIVE BRANCH --- REORGANIZED



STATE OF MONTANA GOVERNOR'S ANNUAL REPORT 1972 FISCAL YEAR



SUBMITTED BY

Forrest H. Anderson
FORREST H. ANDERSON
GOVERNOR

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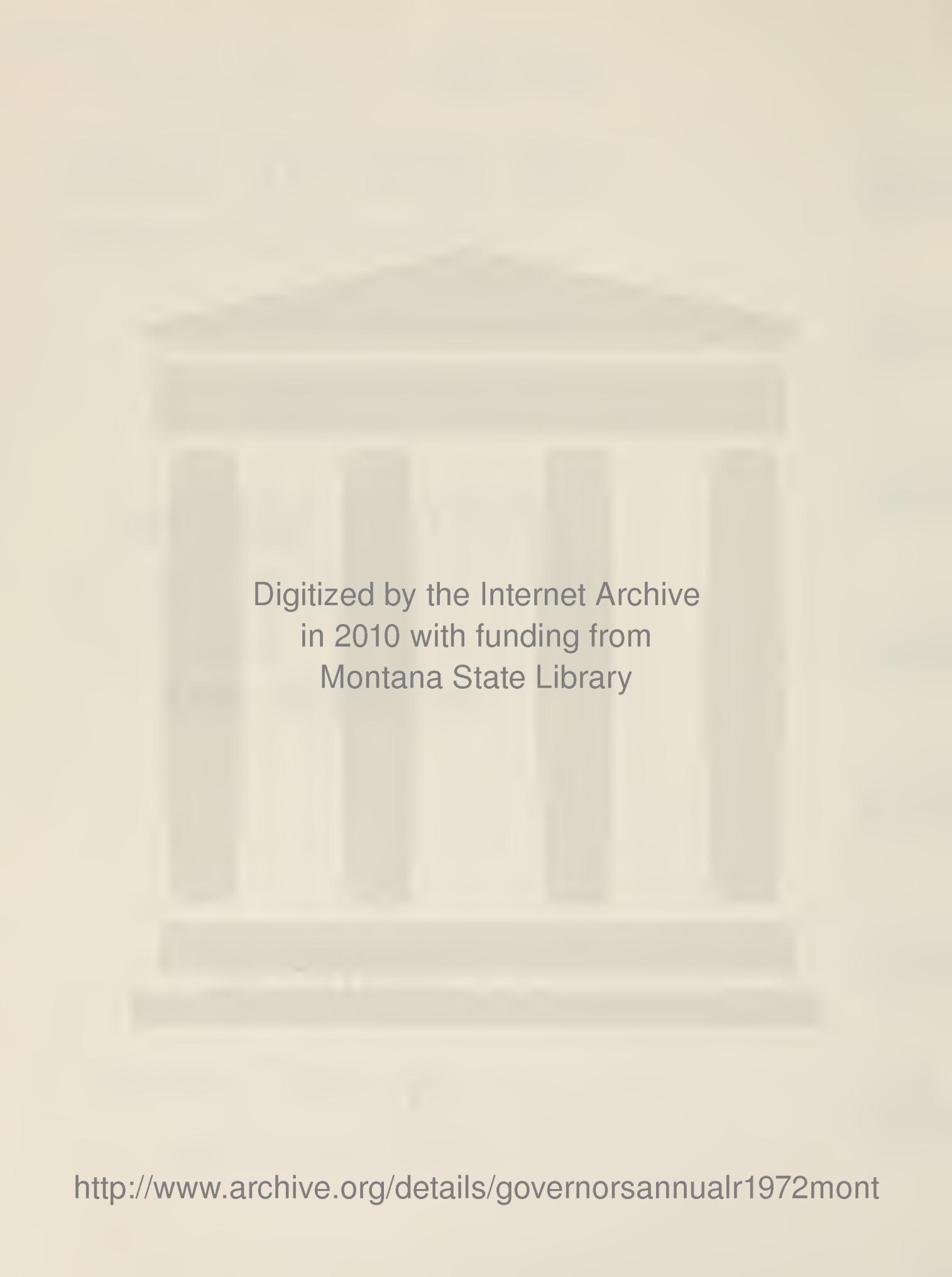
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State of Montana
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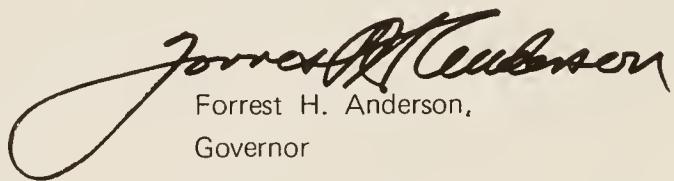
FORREST H. ANDERSON
GOVERNOR

TO THE MEMBERS OF THE FORTY-THIRD LEGISLATIVE ASSEMBLY

This has been a very significant year for the Executive Branch. We have substantially given effect to the Executive Reorganization Act of 1971. As a result, we have set the cornerstone of an effective, responsive, workable state government.

Even though I am proud of the reorganization effort made to date, the task is not complete. Additional refinements, which will be presented for your consideration, need to be made as soon as possible. And, as we gain experience working with the reorganized departments, other adjustments will surely be mandated.

Reorganization is not without its initial drawbacks. We will no doubt experience difficulty tracing the old structure into the new organization. To help you better visualize the new Executive Branch, a major portion of the 1972 Annual Report is devoted to an analysis of changes made and the responsibilities currently assigned to each executive department.



A handwritten signature in black ink, appearing to read "Forrest H. Anderson".

Forrest H. Anderson,
Governor

FOREWORD

INTRODUCTION

It is the objective of the Governor's Annual Report to concisely and accurately present the accomplishments, goals and objectives of the Executive Branch of State government as provided for by Section 82-4001 and 82-4002, R.C.M. 1947.

The information included in the Annual Report has been extracted from annual reports submitted, by the various agencies in the Executive Branch, to the Governor as detailed in Management Memo 1-72-3. In the process of condensing the agencies' reports, some information has been excluded. Those interested in reviewing an agency's complete report may obtain needed copies from:

Department of Administration
Finance Division
Room 235, State Capitol
Telephone: 449-2032

REPORT FORMAT

During the 1971-72 fiscal year, most departments provided for in the Executive Reorganization Act were established. Those not established will be effected during the 1972-73 fiscal year.

To assist readers better visualize the reorganized Executive Branch, this report is being presented as if though all departments were reorganized as of June 30, 1972. To recognize the organizational structure actually in existence during the report year, the departmental analysis has been appropriately subtitled and/or footnoted.

REPORT CONTENTS

The presentation for each department is divided into the following major headings:

REVIEW OF REORGANIZATION
OVERVIEW OF MAJOR RESPONSIBILITIES
ORGANIZATION CHART
MAJOR ACCOMPLISHMENTS
PROGRAM INVENTORY AND COST SUMMARY
PROGRAM ANALYSIS

FOREWORD

ORGANIZATION CHARTS

The organizational structure of each reorganized department is included in the report, as noted above. To provide meaningful information to the readers, these organizational charts are as current as possible.

The individual organizational charts tie-in with the master chart shown on the following page.

The following two legends are essential to interpreting departmental organizational charts included in the body of this report.

— = Direct line of authority
- - - - - = Indirect line of authority (or advisory)

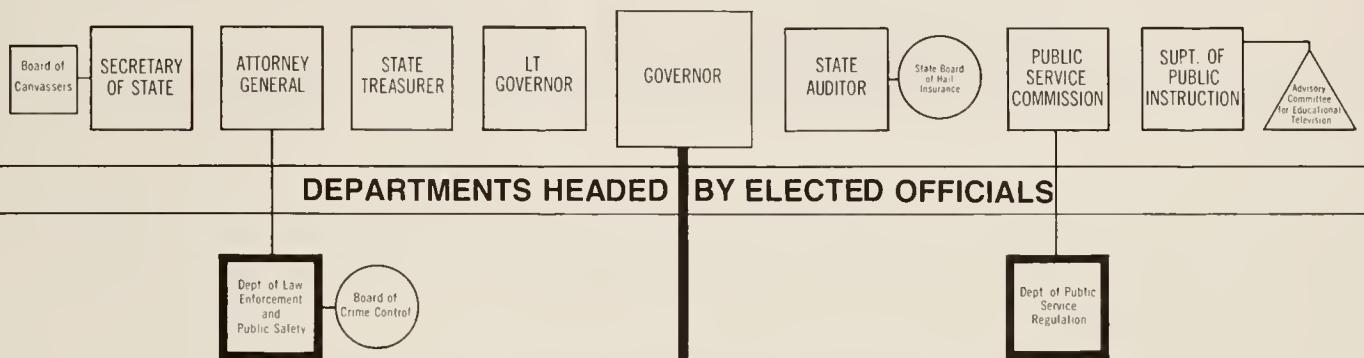
RECOMMENDATIONS

Agency recommendations are not included in either the individual agency reports to the Governor or in the consolidated 1971-72 Annual Report. The Administration's recommendations will be presented to the Legislature via the Executive Budget and proposed legislation.

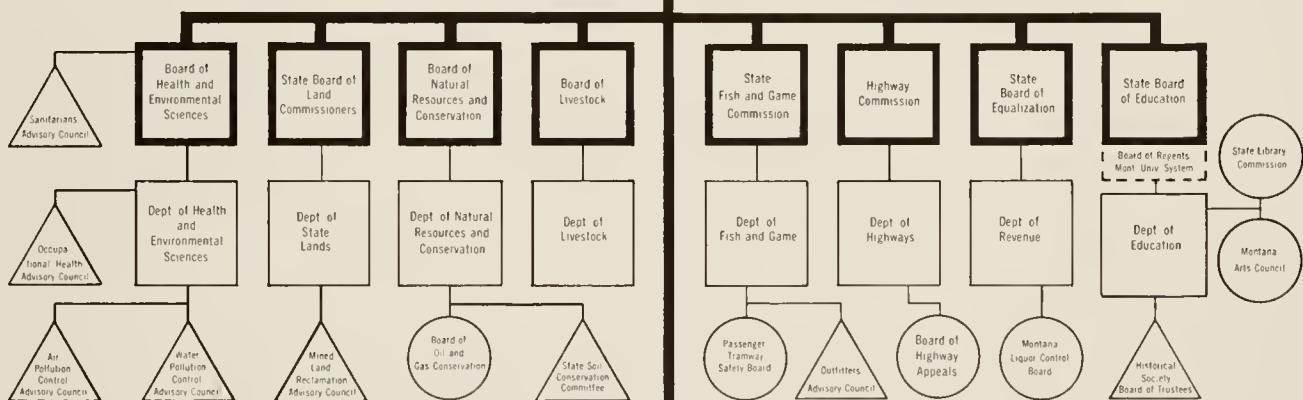
STATE OF MONTANA

ORGANIZATION OF THE EXECUTIVE BRANCH

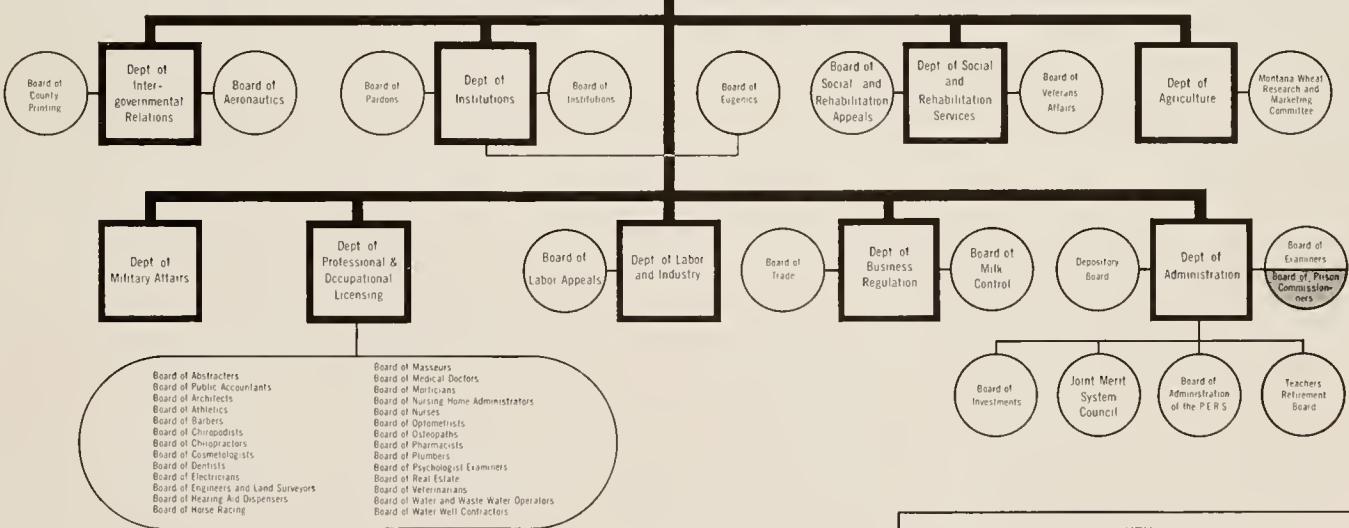
ELECTED OFFICIALS



DEPARTMENTS HEADED BY MULTI-MEMBER BODIES



DEPARTMENTS HEADED BY SINGLE EXECUTIVES APPOINTED BY THE GOVERNOR



KEY

An Agency Allocated To A Principal Department For
Administrative Purposes Only
Inactive Constitutional Agency
Ex Officio Board
Designated As Entirely Or Primarily For Advisory Purposes

GOVERNOR'S ANNUAL REPORT

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STATE AUDITOR

\$1,117,260

REVIEW OF REORGANIZATION

The office of State Auditor—an elective office—was not newly created as a result of the Executive Reorganization Act of 1971. Certain functions were affected, however.

The State Board of Hail Insurance and its functions were transferred to the office of State Auditor for administrative purposes only.

The office of State Fire Marshal and its functions were transferred from the State Auditor's responsibility to the Department of Law Enforcement and Public Safety.

OVERVIEW OF MAJOR RESPONSIBILITIES

The State Auditor's major responsibility is to superintend the fiscal operations of the State and recommend better fiscal management practices, as required. More specifically, the State Auditor is responsible for maintaining an accountability between the State and the State Treasurer; issuing and accounting for warrants; providing central payroll services; and providing administrative services for the State Board of Hail Insurance. In addition, the State Auditor is responsible for providing consumer protection from the investment and insurance industries.

STATE AUDITOR

MAJOR ACCOMPLISHMENTS

COLLECTED A RECORD AMOUNT OF FEES AND TAXES

A record amount (\$6,115,751) of insurance fees and taxes was collected during the 1971-72 fiscal year. This amount represents a 22% increase over the previous year's collections.

INCREASED SECURITIES REGISTRATIONS

Securities of 376 companies were initially registered during the 1971-72 fiscal year, compared with 240 companies initially registered during the previous year.

INITIATED THE PAYROLL STATUS FORM

A new form, Payroll Status, was initiated replacing four separate payroll forms.

MAINTAINED UNIFORM PAYDAYS

A uniform payday for State employees has been maintained since Central Payroll's beginning in July, 1969.

PROGRAM INVENTORY AND COST SUMMARY

STATE AUDITOR	<u>1971-72 FY</u>
Administrative Support Program	\$ 52,061
Hail Insurance Program	666,851
Insurance Regulation and Licensing Program.....	137,565
Investment Regulation and Licensing Program	32,535
Management and Control Program	<u>228,248</u>
TOTAL	<u>\$1,117,260</u>

PROGRAM ANALYSIS**ADMINISTRATIVE SUPPORT PROGRAM****● GOAL**

Provide effective direction to, and coordination of, the State Auditor's functions.

● OBJECTIVES

Strive for maximum productivity and efficiency in all programs.

HAIL INSURANCE PROGRAM**● GOAL**

Offer low cost insurance protection against losses by hail and other natural factors to Montana grain farmers.

STATE AUDITOR

● OBJECTIVES

Provide Montana farmers the best service possible by having their losses adjusted promptly by competent adjusters and paying proven losses in full.

INSURANCE REGULATION AND LICENSING PROGRAM

● GOAL

Assure the citizens of the State the best insurance protection through the regulation of insurance companies.

● OBJECTIVES

Encourage insurance companies to make essential insurance coverage readily available to the public.

Assure the continued solvency of each authorized insurance company to faithfully discharge its obligations to claimants and policy holders.

Ascertain that insurance rates are not inadequate, excessive or unfairly discriminatory.

INVESTMENT REGULATION AND LICENSING PROGRAM

● GOAL

Protect investors in securities against the imposition of corrupt and unsubstantial schemes and the securities based upon them.

● OBJECTIVES

Maintain a close working relationship between securities administrators of other states and the United States Securities and Exchange Commission.

Renew annually securities salesmen registrations.

Register securities offered for sale in the State.

MANAGEMENT AND CONTROL PROGRAM

● GOAL

Provide warrant writing and payroll services in a proficient manner and maintain accounting records as prescribed by law.

● OBJECTIVES

Incorporate all State agencies under the central payroll system and convert all agencies to bi-weekly payroll.

Maintain a system of checks and balances so all monies are accurately accounted for.



GOVERNOR

\$460,574

REVIEW OF REORGANIZATION

The Executive Reorganization Act of 1971 has accomplished much in effecting a system of central direction and control, enabling policies of the Governor and the Legislature to be executed more directly and expeditiously. A primary weakness of the executive branch before reorganization was the widening gap between the power of the Governor and the corresponding responsibility of that office. The same Constitution, statutes, and public tradition that placed the responsibility for the conduct of the executive branch directly in the hands of the Governor did not extend to the Governor the power to effectively administer the executive branch. Reorganization has significantly closed this gap and provided the Governor with power more closely commensurate with his responsibility. This has been accomplished by strengthening the appointing power of the Governor and giving the Governor general policy-making control over the executive branch.

The Governor's power to manage the executive branch was also strengthened by virtue of the "3-2 ratio" method of appointing boards which are designated as "quasi-judicial". The "3-2 ratio" is the method whereby a simple majority of each quasi-judicial board is appointed by the Governor to four year terms coinciding with his own. In the middle of the Governor's term, the remaining members are appointed to four year terms that overlap into the next Governor's term. This method for appointments gives the Governor the executive authority needed to effectively administer State business and, at the same time, provides continuity from one Governor to the next.

The Executive Reorganization Act more specifically affected the functions of the Governor's Office as indicated below.

The office of the Federal-State Coordinator, administratively created, was transferred to the Governor's Office.

The State Office of Economic Opportunity and the Montana Highway Traffic Safety Board and its units were abolished and their functions transferred to the Department of Intergovernmental Relations. Also, the Governor's Highway Traffic Safety Task Force was abolished.

The administratively created Governor's Crime Control Commission was established by law as the Board of Crime Control and its functions were continued. The Board was transferred to the Department of Law Enforcement and Public Safety for administrative purposes.

OVERVIEW OF MAJOR RESPONSIBILITIES

The major responsibility of the Governor is to oversee and direct the activities of Executive Branch agencies in a manner which will insure the availability of responsible and responsive governmental services in keeping with the needs and desires of the people of Montana. In the course of performing those duties, the Governor has become directly involved in the coordination of Federal, State and local functions and in providing for the improvement of Montana's overall utilization of Federal resources. He also has been responsible for the development and implementation of the Executive Reorganization Act.

IMPLEMENTED THE EXECUTIVE REORGANIZATION ACT

Assisted in the implementation of fourteen of the nineteen principal departments—a reduction from the 161 separate State agencies existing before reorganization. (The remaining five departments will be implemented prior to December 31, 1972.) Implementation responsibilities included coordinating the preparation of reorganization plans which contained each department's organization and functional charts, program descriptions, space requirements, potential savings, if any, and disposition of property, personnel and funds.

The result of implementation has been to clarify lines of communication between the Governor and the departments and between, among and within each department; effect dollar savings, particularly through the centralization of administrative services; eliminate duplication in the delivery of services; and, generally, make State government more manageable, responsive and effective.

RECODIFIED LEGISLATION

Prepared preliminary drafts of legislation to recodify the laws of reorganized departments. This legislation is necessary in order to reflect the name and other changes in the law to coincide with the Executive Reorganization Act. The legislation, together with written comments totals 2,000 to 3,000 pages and will be submitted to the 1973 Legislative Assembly.

ESTABLISHED DRUG COORDINATOR

Under Title IV of the Intergovernmental Personnel Act of 1970, Dr. Joseph Rothstein was assigned, from the Federal government, to the Governor's Office to coordinate all drug programs in Montana.

PROMOTED OLD WEST REGIONAL COMMISSION

The Old West Regional Commission was approved forming an economic development pact with five western region states.

COORDINATED ABM IMPACT FUNDS

Provided for the handling of requests for Federal funds to aid communities affected by ABM construction.

STIMULATED DEVELOPMENT OF THE GLASGOW COMPLEX

Continued efforts have stimulated development of the abandoned Glasgow Air Force Base to be an economic asset for the area. Developments in progress include:

- Mountain Plains Education and Economic Development Project
- ABM Safeguard supply depot for the site located in North Dakota
- B-52 Dispersement Plan
- Army Material Command

PROVIDED FUNDS FOR DAY CARE AND CHILD PROGRAMS

The Community Coordinated Child Care Council coordinated efforts with the Department of Social and Rehabilitation Services, HUD, Model Cities and Indian reservations to utilize about

GOVERNOR

one-half million dollars that was previously untapped. As an example of what was accomplished, before the Council became involved, only one Indian reservation had a day care center. Now, all but one of the seven reservations have day care centers. In addition, the Council combined various State, public and private resources in order to advance many other child care programs.

PROGRAM INVENTORY AND COST SUMMARY

GOVERNOR	<u>1971-72 FY</u>
Community Coordinated Child Care Program	\$ 86,644
Executive Branch Reorganization Program.	100,328
Executive Office Program.	200,370
Federal-State Coordinator Program	49,646
Mansion Maintenance Program	<u>23,586</u>
TOTAL	<u>\$460,574</u>

PROGRAM ANALYSIS

COMMUNITY COORDINATED CHILD CARE PROGRAM

● GOAL

Serve as an advocate for the needs of Montana's children.

● OBJECTIVES

Coordinate existing agencies and groups to bring about more comprehensive services for children.

Identify gaps in children's programs and bring about change.

Make the public aware of the needs of children.

Upgrade the quality of child care services with an emphasis on day care.

Help day care programs to be more fiscally self-sufficient.

EXECUTIVE BRANCH REORGANIZATION PROGRAM

● GOAL

Assist the Governor and State agency heads in the implementation of the Executive Reorganization Act and draft legislation to make existing laws consistent with the Executive Reorganization Act.

● OBJECTIVES

Assist the Governor and his administration in providing for the most efficient internal organization of the new executive structure.

Establish a system for workable lines of communication between the Governor and the several departments and between and among the departments themselves.

Assist in the orderly transfer of property and personnel to the newly created departments.

GOVERNOR ---

Provide assistance to department heads in revising and recodifying the laws governing the departments and the rules and regulations by which they operate.

Study and make recommendations to satisfy the needs of the new departments regarding suitable physical facilities.

EXECUTIVE OFFICE PROGRAM

●GOAL

Oversee and direct the activities of the Executive Branch agencies in a manner that will insure the availability of responsible and responsive governmental services for the people of the State of Montana.

●OBJECTIVES

Properly administer the affairs of the State.

Assure that the Laws of Montana are faithfully executed.

Appoint all civil and military officers of the State whose appointments are provided for by Statute or by the Constitution.

Approve legislation.

Inform the Legislature of the condition of the State.

Submit a biennial executive budget.

Grant reprieves and pardons within the best interest of Montana.

Serve on various boards and commissions as provided for by the Constitution and the Statutes.

Represent the State in relations with other governments, with the public and with various organizations of states.

FEDERAL-STATE COORDINATOR PROGRAM

●GOAL

Coordinate Federal, State and local functions; identify and develop funding resources; disseminate Federal policy and grant information; advocate Montana's viewpoint to the Federal establishment; and, generally, improve Montana's overall utilization of Federal resources.

●OBJECTIVES

Provide liaison among and between the Congressional Delegation, the Governor's Office, and public and private agencies.

Provide information to all officials, agencies, organizations and individuals requesting information regarding Federal grant-in-aid programs.

MANSION MAINTENANCE PROGRAM

●GOAL

Provide and maintain a suitable residence to be utilized by the Governor as head of State.

●OBJECTIVES

Operate the Mansion efficiently and maintain it in a condition befitting the residence of the head of State.



REVIEW OF REORGANIZATION

The office of Secretary of State—an elective office—was not newly created as a result of the Executive Reorganization Act of 1971. Certain functions were affected however, including the added duty to establish and maintain a complete and permanent record of the makeup of each of the nineteen departments and all appointments thereunder.

The function of registering machine guns will be transferred to the Department of Law Enforcement and Public Safety when the Department is activated.

The Board of State Canvassers, which has always functioned through the office of Secretary of State, was formally transferred to it under the Executive Reorganization Act.

OVERVIEW OF MAJOR RESPONSIBILITIES

Generally, the Secretary of State establishes and preserves both State and private records (including secured transactions and corporate filings) entrusted to his custody; establishes the mechanics for conducting statewide elections through close instruction to, and cooperation with, the county clerks and recorders; and cooperates with the Legislature regarding statutory duties before, during and after each session.

MAJOR ACCOMPLISHMENTS

HANDLED A GREATER VOLUME OF WORK

The number of filings in all categories continued to increase, and the total fees collected during the period set a new high for the fifth consecutive year.

CONDUCTED ELECTIONS

Special elections were prepared for and conducted to respectively nominate and elect delegates to the Constitutional Convention, and for the submission of the Revenue Bill to the voters. There was also a primary election held.

ASSISTED CONSTITUTIONAL CONVENTION

The office was required to register the Convention's 88 lobbyists, record their periodic statements of expense throughout and after the session, do research assignments, and make available on a loan basis certain legislative property and documents in custody.

CONTINUED CORPORATE FILE PURGE

Although a lack of personnel has slowed down progress in this program, work was reactivated in the last month of this fiscal year. This activity involves the review of over 46,000 corporations regarding compliance with the law. It is anticipated that the review will be brought up to date sometime in 1973.

COMPLETED LEGISLATIVE WORK

Completed clean-up work on duties related to the Legislature, finishing the subject and title indexes and distributing the Pocket Supplements for the Revised Codes, the House and Senate Journals and the Session Laws, each of which set all-time highs for volume.

PREPARED FOR ADMINISTRATIVE PROCEDURE ACT

While this Act does not go into effect until January 1973, preliminary planning and work have been necessary, including preparation for participation in a seminar held in April at the Law School in Missoula.

AUTHORIZED FOREIGN CORPORATIONS

The practice of encouraging all corporations from other jurisdictions operating in Montana to secure a certificate of authority to transact business in the State, was continued this fiscal year. It resulted in placing a satisfactory number of foreign corporations on Montana's tax rolls.

SECRETARY OF STATE

PROGRAM INVENTORY AND COST SUMMARY

SECRETARY OF STATE	<u>1971-72 FY</u>
Records Management Program	\$162,955
Election Relating to	
Constitutional Convention (one time item)	<u>21,523</u>
TOTAL	<u>\$184,478</u>

PROGRAM ANALYSIS

RECORDS MANAGEMENT PROGRAM

● GOAL

Furnish all services specifically provided for and required by law.

● OBJECTIVES

Insure certain protection of interest and rights to both the State and public through proper maintenance of records.

Assure orderly conduct of business by both the State and the public.

Provide the State and its citizens with orderly and timely filings required by law.

Maintain and improve procedures for conducting effective statewide elections.



SUPERINTENDENT OF PUBLIC INSTRUCTION

\$63,620,339

REVIEW OF REORGANIZATION

The office of Superintendent of Public Instruction—an elective office—was not newly created as a result of the Executive Reorganization Act of 1971.

The Superintendent was, and continues to be, a member of the Board of Education.

OVERVIEW OF MAJOR RESPONSIBILITIES

The major responsibilities of the Superintendent of Public Instruction are to provide general supervision of the public schools of Montana; maintain records pertaining to the State's schools based largely on records received from school officials; and extend the services, assistance and leadership necessary to improve the State's educational system. In meeting these responsibilities, the Office strives to: advance optimum educational opportunities in Montana; provide equal educational opportunities in all Montana communities; and attain and maintain quality education in Montana by refining and supplementing the existing educational resources and structure.

PREPARED FOR THE SCHOOL-COMMUNITY ASSISTANCE PROCESS

Designed, prepared and trained for the School-Community Assistance Process for implementation in fifty school districts in the 1972-73 school year. The process is a means by which local school personnel and community members can decide jointly what their educational system needs, plan to meet those needs and create desired changes. The planning and evaluation phases of the process are expected to help provide greater accountability in the State's educational programs.

PREPARED STANDARDS FOR ACCREDITATION OF SCHOOLS

A new set of standards for accrediting schools was prepared based on solicited suggestions from more than 2,000 teachers, librarians, counselors, college faculty members, educational organizations, and every superintendent and school board chairman in the State. The standards, adopted by the Board of Education, include provisions for flexibility of administration, multi-year accreditation for periods up to five years, continual revision of the standards, and development of innovative teaching techniques, curriculum patterns, schedules and staff design. A printed set of the standards was sent to schools in the spring of 1972.

INITIATED PROJECT TO DEVELOP STATEWIDE GOALS

A project was initiated to develop written goals for education in Montana. More than seventy persons representing organizations, agencies and institutions professionally interested in education are assisting the office by drafting and selecting possible learner-oriented goal statements which can, in the future, be sent to some 9,000 Montanans for rating as to validity, preference and priority.

EXPANDED VOCATIONAL EDUCATION PROGRAMS

Existing vocational education programs were expanded and vocational education opportunities increased. These efforts resulted in a 25% increase in vocational education enrollments at the secondary, post-secondary and adult levels. Thus, a total of 34,147 students were served at all levels of vocational education in the 1971-72 fiscal year.

COMPLETED SCHOOL FUNDING STUDIES

Two parts of a continuing study of possible alternative funding structures for public schools were completed. The first part focused on inequities in Montana's structure for funding basic education programs in the State's elementary and high schools. The second part was an analysis of the required property tax levy for each school district, if a statewide property tax had been in effect to replace both the county Foundation Program levies and the district permissive levy. The study was presented to a Legislative Council subcommittee.

IMPLEMENTED STATE EQUALIZATION AID PAYMENT PROCEDURE

A new payment procedure for disbursement of State equalization aid to school districts was developed and implemented. The new procedure provides for five payments per year in lieu of the former two payment plan.

SUPERINTENDENT OF PUBLIC INSTRUCTION

COMPUTERIZED SCHOOL CENSUS AND CLASS SCHEDULING

A computerized method of processing school census data was implemented, increasing the capability to identify fictitious and duplicate names on school district census lists. More than 8,000 names were deleted from school census reports, resulting in a redistribution of approximately a quarter of a million dollars. This new census processing system should lead to savings amounting to several thousands of dollars to school districts which have either been manually processing census data or paying to have it machine processed. In addition, computerized class scheduling services were provided to seventy-six high schools, an expansion from fifty-eight in the previous year.

ASSISTED IN ESTABLISHING INDIAN EDUCATION ADVISORY COMMITTEES

The staff assisted with the direction and organization of nineteen Indian education advisory committees in school districts on or adjacent to the seven Indian reservations in Montana. The advisory committees have been of great help in enlisting the involvement, support and recommendations of Indian parents for programs which can increase opportunities for Indian students.

RECEIVED APPROVAL OF ESEA TITLE II PLAN

Approval by the U.S. Office of Education of a new State plan, which permits districts to procure a wider variety of library material through a purchase-reimbursement system, greatly expanded library resources. Previously, only books could be purchased with Title II funds.

IMPROVED RESOURCES FOR SPECIAL EDUCATION

Special education instructional materials centers were established in three more areas of the State bringing the total number of regional centers to eight. In addition, through the guidance of the state office, special education resource teachers have been employed by local educational agencies to provide consultant services in each region served by a center. An annotated catalog of instructional and resource materials available from the regional centers was prepared and distributed to school districts.

PROGRAM INVENTORY AND COST SUMMARY

SUPERINTENDENT OF PUBLIC INSTRUCTION	<u>1971-72 FY</u>
Development of Academic and Professional Skills Program*.....	\$ 27,575
Basic Skills Program	1,291,124
Distribution of Public Funds Program	60,466,434
Financial and General Support for Schools Program.....	471,665
General Administration Program.....	853,281
Research, Planning, Development and Evaluation Program	105,538
Vocational and Occupational Skills Program	<u>404,722</u>
TOTAL	<u>\$63,620,339</u>

*The Academic and Professional Skills Program was discontinued during fiscal year 1971-72 and ten subprograms formerly reported under it were absorbed by Basic Skills.

BASIC SKILLS PROGRAM**●GOAL**

Provide assistance to Montana schools in various subject and curricular areas to improve classroom instruction and learning experiences for the youth.

●OBJECTIVES

Assist Montana educators by conducting conferences, workshops and visitations to develop effective methods for classroom instruction and school administration.

Inform educators of Federal and State monies available for educational programs, help in the development of projects and applications and review and approve projects.

Develop study guides and instructional materials, assist in coordination of teacher education programs and promote more effective use of educational technology.

Conduct accreditation reviews.

Assist in the review of plans for new facilities.

DISTRIBUTION OF PUBLIC FUNDS PROGRAM**●GOAL**

Fund educational programs in a manner that encourages quality education and provides career opportunities for the children and adults of Montana.

●OBJECTIVES

Distribute equitably and within the guidelines of the law all available State and Federal monies to school districts and other institutions for professional, vocational and occupational training and for certain related support programs.

FINANCIAL AND GENERAL SUPPORT FOR SCHOOLS PROGRAM**●GOAL**

Administer, allocate and distribute State and Federal monies, resources and goods to school districts and compile school district expenditure and population data.

●OBJECTIVES

Apportion goods, monies and resources among the school districts in a timely and equitable manner according to applicable State and Federal laws and regulations and based on local needs.

Develop and refine school district financial and statistical reporting standards.

Collect and analyze educational statistics.

SUPERINTENDENT OF PUBLIC INSTRUCTION ---

GENERAL ADMINISTRATION PROGRAM

●GOAL

Provide management and support services necessary to the operational core of the office for effective administration and improvement of education in Montana. Support services include such activities as budgeting, accounting, purchasing and inventory, employment services, information services and staff services.

●OBJECTIVES

Anticipate and provide efficiently and economically the management tools needed to meet the increasing demands of the educational community.

Supply information to the public and the educational community about educational needs, accomplishments and methods to generate greater understanding, involvement and support.

RESEARCH, PLANNING, DEVELOPMENT AND EVALUATION PROGRAM

●GOAL

Provide planning, evaluative and data processing services to assist in preparing for Montana's educational future and in assessing its past.

●OBJECTIVES

Improve and expand data processing capabilities for the benefit of the State's school systems.

Provide technical services in instrument design, data and system analysis; and provide planning and evaluation models to school districts and to subprograms in the State Superintendent's office.

VOCATIONAL AND OCCUPATIONAL SKILLS PROGRAM

●GOAL

Provide assistance to and supervise various vocational and occupational curricular areas and programs to improve opportunities for the citizens in Montana.

●OBJECTIVES

Assist Montana educators by conducting conferences, workshops and visitations to develop effective methods for vocational education and administration.

Inform educators of Federal and State monies available for vocational programs, help eligible units develop projects and applications, and review and approve projects.

Achieve effective coordination of vocational and occupational education in the State.

Develop study guides and instructional materials, assist in the coordination of teacher training programs and promote more effective use of educational technology.

Analyze financial and statistical data affecting vocational education and opportunities in the State.



REVIEW OF REORGANIZATION

The Executive Reorganization Act of 1971 enacted by the 1971 Legislative Assembly generally excluded constitutional offices from reorganization plans. The State Treasurer's investment responsibilities were, however, transferred to the Board of Investments under the Department of Administration. The State Treasurer retained only custody accountability for investments along with general treasury responsibilities.

OVERVIEW OF MAJOR RESPONSIBILITIES

The State Treasurer's major responsibility is that of being the treasurer for each and every State board, commission, bureau, department and institution. The State Treasurer is responsible for: receipting and properly accounting for all State monies; disbursing monies as authorized by Auditor's warrants; maintaining custody accountability of all State investments; and properly recording contractor's pledges for contracts with the State or municipalities. In addition, the State Treasurer is a member of the Hail Insurance Board, the State Depository Board and the Board of Canvassing.

ASSISTED WITH IMPLEMENTATION OF STATEWIDE BUDGETING AND ACCOUNTING SYSTEM

The treasury operations were coordinated with the Department of Administration's efforts to implement the Statewide Budgeting and Accounting System. Conversion to the Statewide Budgeting and Accounting System has provided a means of eliminating duplicate record keeping, filing and accounting and has made available better records for auditing purposes both internally and for firms hired by other State agencies to audit their investments.

PROGRAM INVENTORY AND COST SUMMARY

STATE TREASURER	<u>1971-72 FY</u>
Treasury Management Program	<u>\$77,671</u>

PROGRAM ANALYSIS**TREASURY MANAGEMENT PROGRAM****● GOAL**

Properly account for and safeguard all funds deposited with the State Treasurer.

● OBJECTIVES

Maintain accurate records of all State monies deposited in, and paid from the State Treasury.

Provide records of disbursements and receipts to State officials, as required by law.

Prepare and make monthly distribution of State Beer Tax collections.

Properly record contractors' pledges for contracts as provided in Chapter 194, Session Laws of 1969.

Maintain records of investments of various departments when and as reported to the State Treasurer.



REVIEW OF REORGANIZATION

The Department of Administration was established under the authority of the Executive Reorganization Act of 1971, as of August 20, 1971.

The former Department of Administration and its units were abolished, and their functions transferred to the newly created Department of Administration except for the functions pertaining to the building construction standards, which are to be transferred to the Department of Law Enforcement and Public Safety.

The positions of State Controller, State Purchasing Agency and State Budget Director were abolished and their functions transferred to the Department.

The Montana Highway Patrolmen's Retirement Board was abolished and its functions, except the quasi-judicial functions transferred to the Board of Administration, were transferred to the Department.

The Data Processing Advisory Committee and the Advisory Council on Building Construction were abolished.

The following agencies were transferred to the Department for administrative purposes only:

- Board of Examiners
- Board of State Prison Commissioners
- Merit System Council
- Board of Administration (PERS)
- Teachers' Retirement Board
- State Depository Board

The Board of Investments was created and assigned to the Department for administrative purposes only. The Board of Investments assumed all investment responsibility for the State. The investment functions of the State Board of Land Commissioners, Industrial Accident Board, Board of Administration, Teachers' Retirement Board, State Depository Board and State Treasurer were transferred to the Board of Investments.

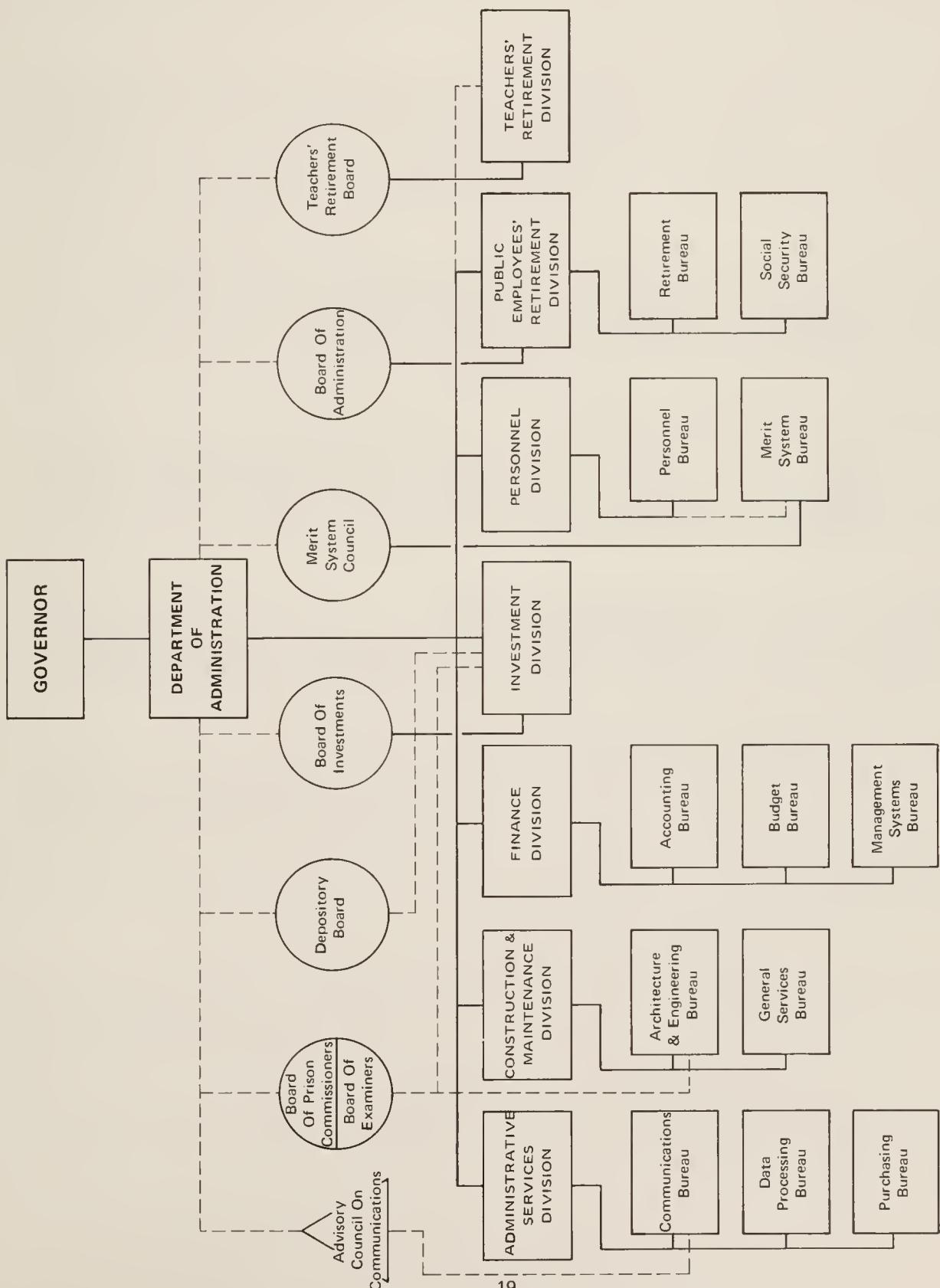
The State Board of Review was abolished and its functions transferred to the Department.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Administration's major responsibilities are to provide central administrative leadership and support services to all State agencies. Included in these responsibilities are the following functions: accounting, architecture and engineering, budgeting, communications, data processing, general services, management systems, personnel, purchasing, administration of a merit system for certain Federally funded State agencies, administration of State-sponsored retirement programs and Social Security, investment of State funds, and administration of contracts under the Long-Range Building Program.

DEPARTMENT OF ADMINISTRATION

ORGANIZATION CHART



DEPARTMENT OF ADMINISTRATION

MAJOR ACCOMPLISHMENTS

DEPARTMENT OF ADMINISTRATION

REORGANIZED THE DEPARTMENT OF ADMINISTRATION

Reorganized the Department of Administration in accordance with the Governor's Executive Re-organization Act. As a result, the Board of Examiners, Depository Board, Board of Investments, Merit System Council, Board of Administration and Teachers' Retirement Board were attached to the Department of Administration for administrative purposes. Cash savings of \$43,000 were realized and better coordination and cooperation has developed among the various operating units of the Department.

PREPARED FOR IMPLEMENTATION OF STATEWIDE BUDGETING AND ACCOUNTING SYSTEM

Completed the design of the new Statewide Budgeting and Accounting System and converted to this fully automated, centralized, double-entry accounting system on July 1, 1972.

DECREASED DATA PROCESSING PER UNIT COSTS

Decreased the per unit cost of data processing services by increasing the utilization and efficiency of the data processing center. This was accomplished by: installing a larger computer to run three programs concurrently; installing a program monitor to increase the computer through-put about 35%; and installing more computer applications and remote terminals for direct user access to the computer.

ESTABLISHED A STATEWIDE COMMUNICATIONS PROGRAM

Established and staffed a Communications Bureau in the Department to coordinate efficient and effective voice, video and data communications systems throughout State government.

ESTABLISHED A STATEWIDE INTERGOVERNMENTAL PERSONNEL PROGRAM

Established and staffed a Personnel Bureau in the Department (that was financed by a Federal grant) to coordinate intergovernmental training programs and improve personnel practices throughout State government.

ADMINISTERED CONSTRUCTION PROJECTS

Handled 240 construction projects, totalling \$51 million.

PREPARED FOR THE PUBLICATION OF ANNUAL FINANCIAL STATEMENTS

Outlined the format for publication of the State's first annual financial statements for the fiscal year ended June 30, 1972.

EXTENDED STATE PURCHASING POWER TO UNITS OF LOCAL GOVERNMENT

Developed procedures whereby various units of local government can take advantage of the State's purchasing power on selected items.

DEPARTMENT OF ADMINISTRATION

SAVED \$81,000 ON VEHICLE LIABILITY INSURANCE

Negotiated insurance contracts and saved \$81,000 on vehicle liability insurance over the contract price for the preceding year.

IMPROVED CAPITOL COMPLEX LANDSCAPING AND SECURITY

Substantially improved the landscaping and security in the Capitol Complex.

BOARD OF ADMINISTRATION

REALIZED REORGANIZATION SAVINGS

Realized net savings of \$14,605 through Executive Reorganization. The transfer of investment responsibilities to the Investment Board permitted the elimination of two positions and the purchase of one automobile was removed from the budget. Additional economies were realized by the transfer of the Highway Patrolmen's Retirement System to the Board of Administration resulting in the centralization of the retirement programs.

CONDUCTED AN ON-SITE AUDIT PROGRAM

Tested the feasibility of conducting on-site audits of Social Security reports. These pilot audits demonstrated the need of field audits on a continuing basis to insure correct reporting.

BOARD OF EXAMINERS

APPROVED PRIORITIES FOR THE LONG-RANGE BUILDING PROGRAM

Approved priorities for the Long-Range Building Program in order to place this program on a cash basis following the Supreme Court's ruling on the unconstitutionality of bond issues.

BOARD OF INVESTMENTS

INCREASED INVESTMENT EARNINGS BY \$1.3 MILLION

Increased the earnings on State investments by \$1,320,000 (during a period of declining interest rates) by aggressively investing idle funds, swapping low-yield securities for higher-yield securities and realizing a profit on securities sold.

MERIT SYSTEM COUNCIL

INCREASED RECRUITMENT ACTIVITIES

Examined 8,609 applicants, up 16.5% over any prior year, for merit system positions. Of applicants examined, 5,159 received passing grades.

DEPARTMENT OF ADMINISTRATION

TEACHERS' RETIREMENT BOARD

CONDUCTED AN ACTUARIAL VALUATION

Completed an actuarial valuation of the system for the first time in the System's history. In the future, valuations will be conducted biennially.

REVIEWED ADMINISTRATIVE POLICIES AND PRACTICES

Reviewed and evaluated all administrative policies and practices of the System. Policies and practices were changed where necessary to comply with the law or correct inequities.

PUBLISHED AND DISTRIBUTED "HANDBOOK OF INFORMATION"

Prepared and distributed a comprehensive information handbook to all members of the Teachers' Retirement System. The handbook explains the member's rights under the Teachers' Retirement System on July 1, 1971.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF ADMINISTRATION	<u>1971-72 FY</u>
Accounting Program	\$ 217,232
Architecture and Engineering Program	487,679
Budgeting Program	140,085
Central Administration Program	77,692
Communications Program	21,838
Data Processing Program	855,448
Emergency and Disaster Program	103,191
General Services Program	1,264,697
Intergovernmental Personnel Program	62,503
Legislative Liaison Program	2,199
Management Systems Program	158,021
Purchasing Program	<u>127,208</u>
SUB TOTAL	\$ <u>3,517,793</u>

BOARD OF ADMINISTRATION

Public Employees' Retirement Program	\$ 7,871,748
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BOARD OF EXAMINERS

Examination and Review Program	\$ 21,927
Extradition of Prisoners Program	31,959
Interim Projects Program	<u>7,500</u>
SUB TOTAL	\$ <u>61,386</u>

BOARD OF INVESTMENTS

Investments Program	\$ 88,565
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MERIT SYSTEM COUNCIL

Personnel Services Program	\$ 77,804
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TEACHERS' RETIREMENT BOARD

Teachers' Retirement Program	\$ <u>5,635,357</u>
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TOTAL	\$ <u><u>17,252,653</u></u>
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DEPARTMENT OF ADMINISTRATION

PROGRAM ANALYSIS

DEPARTMENT OF ADMINISTRATION

ACCOUNTING PROGRAM

● GOAL

Provide an effective, efficient system for collecting, processing and reporting State government financial information.

● OBJECTIVES

Continue to streamline internal procedures to assure fast and accurate processing of financial transactions.

Provide timely and meaningful financial reports.

ARCHITECTURE AND ENGINEERING PROGRAM

● GOAL

Provide, on a timely basis, functional and aesthetically planned buildings and grounds that satisfy the present and future needs of State government at a reasonable cost.

Provide uniform and adequate insurance protection for State buildings, automobiles, boilers and other capital items.

● OBJECTIVES

Develop and promulgate policies and regulations relative to the operation of the State's construction program.

Continue striving to adequately fund the State's construction program.

Continue planning, budgeting, reviewing, contracting and supervising the State's construction program.

Develop, with Legislative approval, a program for partial self-insurance of State property.

Assemble information for the Legislature regarding the State's cost of insurance for unlimited tort liability.

Complete and update the building and property appraisal inventory.

BUDGETING PROGRAM

● GOAL

Assist the Governor prepare and administer the State's Executive Budget within the State's resources as authorized by the Legislature.

Analyze the financial impact of proposed legislation as requested by the Legislature.

● OBJECTIVES

Ensure that governmental agencies execute programs efficiently and effectively in compliance with legislative intent.

DEPARTMENT OF ADMINISTRATION

Develop a budget process which incorporates the principles of program budgeting, long-range fiscal planning and performance indicators as best suited to the State.

Deliver effective support to the Governor and Director of Administration and maintain effective liaison with the Legislative Branch regarding budget matters.

Prepare the 1973-75 Executive Budget to include historic costs and recommended amounts categorized by the nineteen reorganized departments.

CENTRAL ADMINISTRATION PROGRAM (Formally the Controller's Program)

● GOAL

Provide effective leadership in areas of fiscal administration to all agencies of State government and supervise and coordinate the various activities of the Department in an effective and efficient manner.

● OBJECTIVES

Develop and maintain a staff of professional service oriented personnel readily available to other departments to assist in the process of solving management problems.

Improve communications and cooperation among the various units of the Department and thus increase efficiency and production throughout the Department and State government.

COMMUNICATIONS PROGRAM

● GOAL

Provide efficient and effective voice, video and data communication systems to all agencies of State government.

● OBJECTIVES

Plan and coordinate the State communication network and facilities.

Develop a reliable emergency communication system.

DATA PROCESSING PROGRAM

● GOAL

Provide effective, efficient and economical data processing services to State agencies.

● OBJECTIVES

Provide capable, efficient system analysts and programmers to State agencies as required.

Operate and maintain established computer applications on a timely, efficient and economical basis.

Develop a long-range plan for the development of data processing in the State.

DEPARTMENT OF ADMINISTRATION

EMERGENCY AND DISASTER PROGRAM

● GOAL

Expeditorily and effectively evaluate emergencies or disasters occurring in the State and provide financial assistance as justified.

● OBJECTIVES

Establish a disaster survey team.

Develop policies and procedures concerning the operation of the State Civil Defense Agency and the disaster survey team.

Evaluate emergency situations and make responsible recommendations to the Governor.

GENERAL SERVICES PROGRAM

● GOAL

Effectively manage the physical facilities in the Capitol Complex and the service functions assigned to the Program.

● OBJECTIVES

Maintain Capitol Complex buildings and grounds.

Allocate office space in the Capitol Complex fairly and equitably for all users.

Improve the security over State property in the Capitol Complex.

Provide fast efficient and economical duplicating, copying and messenger service in the Capitol Complex.

Develop a realistic records management program for State government.

INTERGOVERNMENTAL PERSONNEL PROGRAM

● GOAL

Provide effective personnel management and training throughout all levels of State government.

● OBJECTIVES

Provide a central office to which prospective employees can apply for State employment.

Provide formal training programs for all levels of employees in all levels of government.

Develop standard personnel forms, rules and regulations.

Provide technical assistance to State agencies in all matters relating to personnel.

LEGISLATIVE LIAISON PROGRAM

● GOAL

Keep members of the Legislature informed, especially members of committees directly concerned with fiscal affairs, during the interim between legislative sessions.

DEPARTMENT OF ADMINISTRATION

● OBJECTIVES

Finance applicable costs of legislators involved in studying or reviewing developments occurring between legislative sessions.

MANAGEMENT SYSTEMS PROGRAM

● GOAL

Make the business of managing Montana government efficient, effective and economical.

● OBJECTIVES

Fully develop a centrally maintained, fully automated, statewide budgeting and accounting system which will minimize the need for maintenance of financial records at the agency level.

Provide requesting agencies with management consulting services as needed to identify and solve management's operational problems through application of creative and progressive management practices.

PURCHASING PROGRAM

● GOAL

Obtain quality materials, supplies and services for the operation of all State agencies at the lowest possible cost through effective management and control of all purchasing activities.

● OBJECTIVES

Develop and promote standards and specifications for State government procurement.

Strive for better understanding and effectiveness of the purchasing function within the structure of State government.

Buy without prejudice, seeking to obtain the maximum ultimate value for each dollar expended.

Counsel and assist other State agency's purchasing personnel in the performance of their duties.

BOARD OF ADMINISTRATION

PUBLIC EMPLOYEES' RETIREMENT PROGRAM

● GOAL

Provide on a funded basis the best retirement benefits to all public employees and their dependents upon death, disability or retirement and administer the Federal-State Agreement for social security coverage.

● OBJECTIVES

Provide maximum service and information to the members at a minimum cost.

Secure adequate statistical information to provide full funding for future benefits and assess the needs of the members for future benefit changes.

Simplify notification and benefit payment procedures for retiring members.

DEPARTMENT OF ADMINISTRATION

Provide service to agencies through improved instructional procedures in conjunction with the on-site audit program.

BOARD OF EXAMINERS

EXAMINATION AND REVIEW PROGRAM

●GOAL

Effectively examine, review and process all administrative duties assigned to the Board of Examiners.

●OBJECTIVES

Provide prompt, meaningful action and leadership to any request or duty directed to the Board.

EXTRADITION OF PRISONERS PROGRAM

●GOAL

Provide effective administrative support necessary to properly carry out the extradition and transportation of prisoners.

●OBJECTIVES

Clarify extradition procedures for law enforcement officers and county attorneys so that claims may be processed in a minimum of time.

INTERIM PROJECTS PROGRAM

●GOAL

Provide the necessary support for the administrative duties assigned by the Legislature.

●OBJECTIVES

Comply with the legislative mandates in an efficient, orderly manner.

BOARD OF INVESTMENTS

INVESTMENTS PROGRAM

●GOAL

Provide expert, efficient and effective investment management of the State's numerous funds and investment portfolios.

●OBJECTIVES

Invest all idle funds.

Realize the highest possible legal return on the State's investments.

Increase the earnings on the State's investment portfolios.

DEPARTMENT OF ADMINISTRATION

MERIT SYSTEM COUNCIL

PERSONNEL SERVICES PROGRAM

●GOAL

Provide effective personnel management services for all State agencies utilizing the Merit System.

●OBJECTIVES

Make available and administer examinations to all qualified persons seeking State employment in Merit System agencies.

Assist user agencies with personnel practices including obtaining current information on salary levels for comparable positions in other states and industry, developing good employee relations programs and establishing uniform standards for personnel disciplinary actions.

TEACHERS' RETIREMENT BOARD

TEACHERS' RETIREMENT PROGRAM

●GOAL

Improve the educational system in the State by providing a financial program with retirement, disability and survivors' benefits for teachers.

●OBJECTIVES

Maintain a sophisticated program of low-risk, favorable yield investments with sufficient liquidity to meet operational and benefit requirements.

Increase operating efficiency by utilizing modern management techniques.

Offer assistance to the members of the teaching profession as required.



DEPARTMENT OF AGRICULTURE

\$920,206

REVIEW OF REORGANIZATION

The Department of Agriculture was established under the authority of the Executive Reorganization Act of 1971, as of December 9, 1971. The reorganization plan was modified effective February 1, 1972 to facilitate the administration of functions formerly under the State Apiarist.

The Department of Agriculture, headed by the Commissioner of Agriculture, retained the functions of the former Department of Agriculture except for the Dairy and Egg Division and the Weights and Measures Division. The Dairy and Egg Division was transferred to the Department of Livestock and the Weights and Measures Division was transferred to the Department of Business Regulation.

Two additional functions were transferred to the Department: The administration and regulation of the Insecticide, Fungicide and Rodenticide Act of 1947 formerly under the State Board of Health and the enforcement of apiary laws formerly under the State Apiarist.

The Wheat Research and Marketing Committee was continued and attached to the Department for administrative purposes only.

A centralized services division was established to effect economies in providing administrative support services for the Department.

The following agencies were abolished:

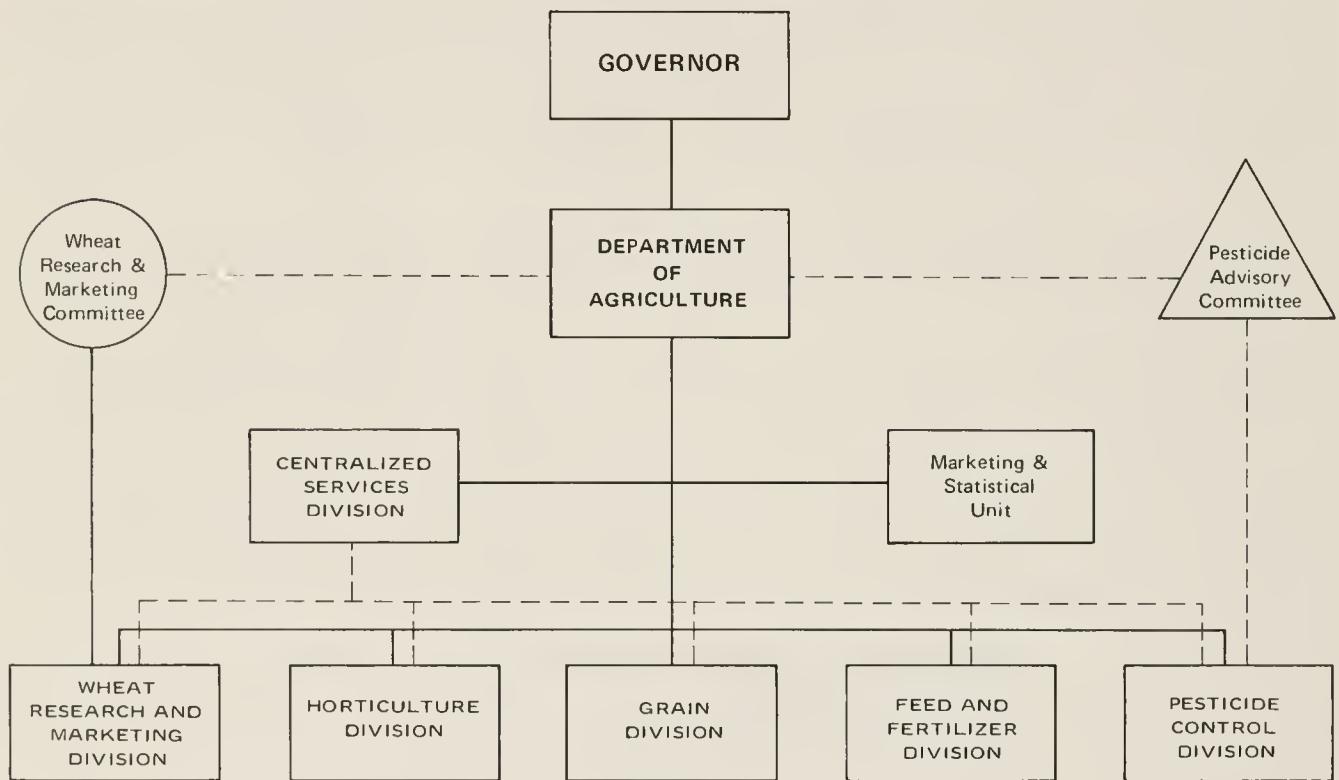
- Agricultural Marketing Advisory Body
- Poultry Advisory Board
- Mosquito Control Advisory Committee
- Wool Laboratory Advisory Committee
- Agriculture and Livestock Council

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Agriculture's major responsibilities are to promote the economic growth of Montana's agriculture industry and to promulgate and enforce regulations relating to the production and marketing of food and fiber products to serve the betterment of producers and to protect the consumer.

DEPARTMENT OF AGRICULTURE

ORGANIZATION CHART



ESTABLISHED CENTRALIZED SERVICES

Established a centralized services division in compliance with the Executive Reorganization Act to achieve greater efficiency in fiscal and budgeting controls, licensing and bonding requirements and supply procurement.

IMPLEMENTED A PESTICIDE CONTROL DIVISION

Established a division to implement and administer the requirements of the Montana Pesticides Act of 1971. The Division effectively registers pesticides sold in Montana and licenses applicators, dealers and retailers to regulate the use and sale of pesticides for the benefit of all.

ESTABLISHED FOREIGN TRADE COUNCIL

Established the Pacific Northwest International Trade Council in association with Idaho, Oregon and Washington. Formation of a regional entity will assure increased foreign market development through assistance from Federal sources.

IMPLEMENTED DIVISIONAL REORGANIZATION

Consolidated office facilities of Horticulture (office relocated from Missoula to Helena); Apiculture (office relocated from Bozeman to Helena), and Pesticide Divisions. Reorganized field operations and reassigned field personnel within the Horticulture and Apiculture Divisions resulting in administrative efficiencies. The Executive Reorganization Act made this action possible.

REDUCED GRAIN TRANSPORTATION COSTS

Coordinated efforts of various interests within the State in working with major rail carriers in implementing reduced rates from Montana to midwest markets. Formally represented Montana interests before the Interstate Commerce Commission in opposition to a request for suspension of the reduced rates.

EXPANDED UTILIZATION OF RURAL REHABILITATION FUNDS

Initiated a Junior Livestock and Feeder Program to aid farm youth organizations in financing agricultural production projects through low interest loans. This new program is in addition to the continuing rural development program of financing family farm loans.

PREPARED PUBLICATIONS

The following publications were prepared and released for the benefit of the State's agricultural community:

- Selected Farm and Ranch Characteristics Data from the 1969 Census of Agriculture
- Cattle on Feed by Counties
- Montana Wheat Movement, July-December 1971
- Stocks of Grain

DEPARTMENT OF AGRICULTURE

RECEIVED CERTIFICATES OF EXCELLENCE

The grain laboratory was awarded two certificates of excellence by the American Association of Cereal Chemists, Pacific Northwest Section. One certificate was for the most accurate protein tests and the other for the most accurate moisture tests on the collaborative samples sent out by the Section for the year.

TESTIFIED REGARDING FREIGHT CAR SHORTAGE

Testimony in behalf of the State's agricultural community concerning the "freight car shortage" problem was given before the U.S. House of Representatives Special Subcommittee on Investigations.

ASSISTED IN RESOLVING PACIFIC PORT TIE-UP

Information was prepared independently and in cooperation with the Inter-industry Agricultural Export Evaluation Committee and presented to all interested persons in an effort to expedite a solution to the pacific port tie-up and resume Montana wheat exports.

DEVELOPED RODENT AND RABID SKUNK CONTROL PROGRAM

The Pesticide Control Division developed a short and long-term rodent and rabid skunk control program. In cooperation with the Department of Livestock rodent baits were obtained for the Montana farmers and ranchers to economically control rodents. An advisory committee was appointed within the Department, by the Governor, for developing a long-range rodent and rabid skunk control program.

SUPPORTED WHEAT RESEARCH PROJECTS

The Wheat Research and Marketing Division supported the following wheat research projects conducted at Montana State University:

- Development of a more reliable soils test
- Improvement in wheat varieties throughout the State
- Control of wheat diseases including rust, root rots and Septoria
- Development of testing procedures to determine milling and baking qualities of Montana wheats
- Improvement of water utilization through various cropping sequences

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF AGRICULTURE	<u>1971-72 FY</u>
Agricultural Statistics Program	\$ 33,845
Apiculture Program	4,051
Centralized Services Program	229,230
Commercial Feed & Fertilizer Program	94,027
Grain Services Program	203,257
Horticulture Program	129,939
Marketing Coordinator Program	17,598
Pesticide Control Program	34,735
Wheat Research & Marketing Program	<u>173,524</u>
TOTAL	<u>\$920,206</u>

AGRICULTURAL STATISTICS PROGRAM

● GOAL

Collect, prepare and publish general agricultural statistics by county and selected agricultural statistics on a statewide basis. Cooperate with the United States Department of Agriculture to gather meaningful statistical data.

● OBJECTIVES

Pursue a program of improving agricultural statistics, using new sampling procedures and the latest data processing techniques.

Investigate needs for new types of agricultural statistics for Montana on a state or county basis.

APICULTURE PROGRAM

● GOAL

Assure the achievement and maintenance of a prosperous and thriving bee industry in Montana.

● OBJECTIVES

Prevent the spread of disease in bee colonies by inspection, quarantine and registration of apiary locations.

Prevent the overcrowding of bee pastures by registration of apiary locations.

Provide information concerning disease controls and good management practices.

Cooperate with other states in the interstate movement of honeybee colonies.

CENTRALIZED SERVICES PROGRAM

● GOAL

Provide responsible supervision and coordination of all activities carried on by the Department.

● OBJECTIVES

Provide effective fiscal and budget controls.

Develop a strong and active departmental communications program.

Continue regulatory procedures which will assign and schedule a personnel reporting system for effective administration of the grain and seed trade.

Efficiently administer the Rural Rehabilitation Trust Assets.

COMMERCIAL FEED AND FERTILIZER PROGRAM

● GOAL

Assure commercial feed and fertilizer purchasers of quality products by providing control over the commercial feed and fertilizer industry.

DEPARTMENT OF AGRICULTURE

● OBJECTIVES

Inspect feed and fertilizer plants to limit the possibility of cross contamination.

Develop a more systematic inspection service of Medicated Feeds in cooperation with the Food and Drug Administration.

Continue chemical analysis in the random sampling of feed and fertilizer products to insure that labeling claims are met.

GRAIN SERVICES PROGRAM

● GOAL

Determine the quality of grain in an efficient and unbiased manner to provide a basis for settlement between buyer and seller.

● OBJECTIVES

Provide technical assistance to the grain industry.

Provide official weighing service for carloads of grain to insure accurate weights.

Develop data regarding quality of Montana grains and assist in the development of grain markets.

HORTICULTURE PROGRAM

● GOAL

Control the quality of all local and imported fruit, vegetables and nursery stock and assist the producers of these commodities in marketing.

● OBJECTIVES

Streamline regulatory inspection procedures for produce, nursery stock and dry beans.

Realign administrative and personnel policies to meet consumer demands for quality products.

Assist in implementing multiple inspection duties with other programs to improve efficiency of the agency.

Implement training programs and staff meetings to promote field inspector expertise.

Continue to assist U.S.D.A. and other Federal agencies in the marketing of agricultural products.

MARKETING COORDINATOR PROGRAM

● GOAL

Identify problems and needs in the marketing system for Montana agricultural products and develop methods to resolve these problems and needs to achieve a more efficient marketing structure, reduce marketing costs and improve economic returns.

DEPARTMENT OF AGRICULTURE

● OBJECTIVES

Establish programs for reducing marketing costs, developing new markets and products, disseminating effective marketing information, implementing marketing research projects and maintaining pertinent statistical data base.

Coordinate individual efforts (in terms of project design, funding and technical capabilities) of community groups, producer groups, State agencies, Federal agencies and other interested persons. Coordinate these efforts to maximize results, reduce redundancy and provide projects not possible on an individual basis.

PESTICIDE CONTROL PROGRAM

● GOAL

Control the usage and sale of pesticides for the protection of the public and the environment and continue to provide for the profitable and sufficient production of quality foods.

● OBJECTIVES

Register all pesticide products, as required, by February 1, 1974 (approximately 3000).

License an anticipated 120 applicators, 100 dealers and 1400 retailers.

Establish and implement a pesticide liability regulation by January 1, 1974, as the law requires.

Develop a comprehensive study guide and examinations for applicators and dealers for determining licensing qualifications.

Initiate pesticide educational programs for user and consumer groups.

Evaluate and establish if necessary, programs in the areas of pesticide disposal, storage, transportation and occupational health.

Investigate environmental and crop damages and initiate preventive and remedial programs.

WHEAT RESEARCH AND MARKETING PROGRAM

● GOAL

Encourage and promote intensive, scientific and practical research in all phases of wheat culture, production, marketing and use.

● OBJECTIVES

Continue to support wheat research at Montana State University.

Provide information to wheat farmers in Montana relative to wheat crop, sales, use and markets.

Assist in developing both foreign and domestic markets.

Continue efforts to establish adequate transportation at equitable rates for Montana grain.



REVIEW OF REORGANIZATION

The Department of Business Regulation was established under the authority of the Executive Reorganization Act of 1971, as of November 15, 1971.

The new Department headed by the State Examiner retained the functions formerly under the State Examiner, except those relating to the political subdivisions of the State which are to be transferred to the Department of Intergovernmental Relations.

The functions of the Montana Milk Control Board, except the functions pertaining to fixing minimum prices for milk, were transferred to the Department. The Montana Milk Control Board was continued, however, it was renamed the Board of Milk Control and transferred to the Department for administrative purposes only.

The functions of the Commissioner of Agriculture pertaining to petroleum products regulation, and the functions of the Department of Agriculture pertaining to weights and measures, were transferred to the Department.

The Board of Food Distributors, renamed the Board of Trade, acts only in a quasi-judicial capacity and is attached to the Department for administrative purposes only.

The functions of the Montana Trade Commission were transferred to the Board of Trade and the Commission was abolished.

A centralized services division was established to effect economies in providing administrative support services for the Department.

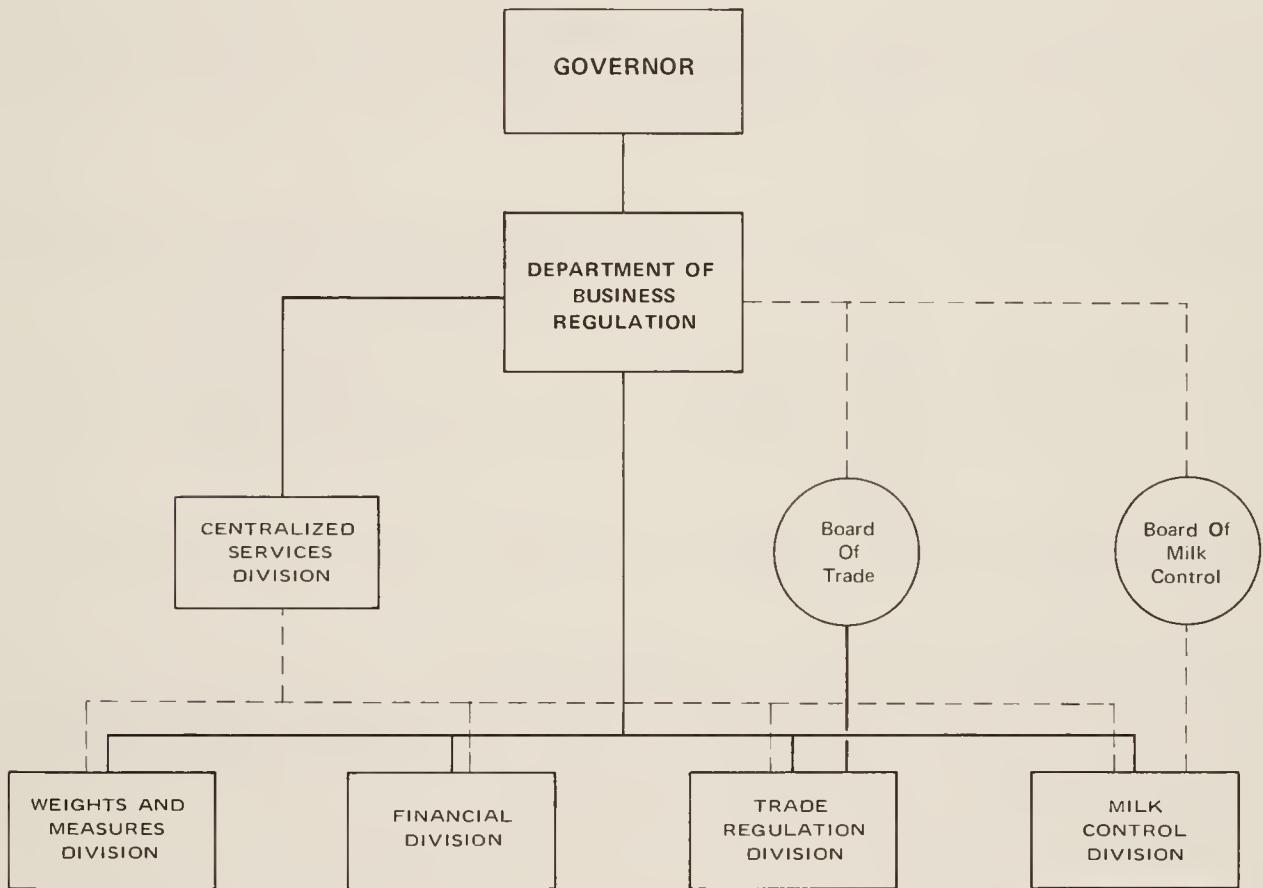
The position of State Sealer of Weights and Measures, the Division of Weights and Measures, the Office of Consumer Loan Commissioner, the State Banking Department and the position of Superintendent of Banks were abolished and their functions transferred to the Department.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Business Regulation's major responsibilities include the regulation of certain businesses and industries of the State as specified by law. The businesses under their regulatory authority include banks, building and loan associations, credit unions and consumer loan companies. Industries under the Department's regulatory authority include the liquid milk industry, the petroleum industry, the retail and wholesale marketing industry in general, the food marketing industry specifically and all industries utilizing weights and measures for commercial transactions. In addition the Department is responsible for the examination of the accounts of the State Treasurer, supreme court clerks, district court clerks and county treasurers in accordance with Article VII, Section 8 of the Constitution.

DEPARTMENT OF BUSINESS REGULATIONS

ORGANIZATION CHART



IMPLEMENTED EXECUTIVE REORGANIZATION

In accordance with the Executive Reorganization Order #7-71, an implementation plan was developed to make the new Department of Business Regulation operational. A centralized services division was established to provide central administrative support services for the Department.

EMPHASIZED QUANTITY CONTROL OF PACKAGED PRODUCTS

The Weights and Measures Division has emphasized quantity control of packaged products insuring consumers of accurate weights and measures.

ASSIGNED AREAS FOR INSPECTORS

Inspectors for the Weights and Measures Division were assigned areas to better fulfill statutory obligations.

GRANTED BANK CHARTER AUTHORIZATIONS

The Financial Division reviewed and granted authorization to five banks to open for business for a total of 98 banks under its supervision.

SUPERVISED FINANCIAL INSTITUTIONS

No financial institution under the supervision of the Financial Division experienced insolvency resulting in financial loss to the public.

COLLECTED ADDITIONAL REVENUE FOR THE GENERAL FUND

The Financial Division implemented an increased examination fee schedule effective January 1, 1972. This new schedule generated additional revenue to the General Fund making the Financial Program more nearly self-supporting.

REDUCED TRAVEL EXPENDITURES

The Trade Regulation Division effected reductions in travel expenditures by the following measures:

- Administrator's residence and office moved from Missoula to Helena generating an approximate annual savings of \$1,500.
- More efficient licensing procedures were developed reducing travel expenses for license collections.
- Greater utilization of the State telephone network for investigations of complaints.

ADOPTED MILK PRICING FORMULAS

Flexible economic formulas for pricing milk at all levels of production were promulgated and became operational May 1, 1972. Two public hearings were held to gather evidence for adoption of the formulas.

DEPARTMENT OF BUSINESS REGULATION

ENFORCED MILK CONTROL LAW

The new provision of the Milk Control Law, Section 27-411 R.C.M. 1947, was enforced resulting in the license suspension of an out-of-state distributor for thirty days and a fifteen hundred dollar fine imposed on an in-state distributor.

HELD PUBLIC HEARING

A public hearing was held to gather evidence and to consider the desirability of implementing either a base plan or quota plan for Beatrice Food Company. A decision on this matter is pending.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF BUSINESS REGULATION	<u>1971-72 FY</u>
Centralized Services Program	\$ 33,919
Financial Program	238,760
Milk Control Program	104,632
Trade Regulation Program	20,410
Weights and Measures Program	<u>121,521</u>
TOTAL	<u>\$519,242</u>

PROGRAM ANALYSIS

CENTRALIZED SERVICES PROGRAM

● GOAL

Provide central administrative support services including payroll, budgeting, purchasing, property control, records and statistics, and personnel for the Department.

● OBJECTIVES

Maintain internal procedures to assure fast and accurate processing of financial transactions.

Provide timely and more meaningful financial reports.

Provide current and updated vacation and sick leave reports.

Provide current and updated property control reports.

FINANCIAL PROGRAM

● GOAL

Protect against loss to the general public which might result from the insolvency of financial institutions.

DEPARTMENT OF BUSINESS REGULATION

● OBJECTIVES

Make required annual examinations each year in an efficient and competent manner.

Give particular attention to problem financial institutions and institute corrective or strengthening measures.

Expand the examiner training program to increase the expertise and competence of personnel.

Accomplish longer retention of experienced personnel by increased incentives and salaries.

Promote the revision and updating of outmoded or inadequate statutes governing the operation of State chartered financial institutions.

MILK CONTROL PROGRAM

● GOAL

Assure the milk producers of Montana proper payment and equitable treatment; prevent monopolies; and assure an adequate supply of milk to consumers at a fair price.

● OBJECTIVES

Maintain the price structure at an efficient dealer's cost plus a reasonable return on necessary investment that reflects State and national economic conditions.

Increase the efficiency of the audit and enforcement function by broadening the knowledge and the skills of individual staff members.

Conduct cost studies to determine costs of processing and delivering milk.

Assure equal competitive status to all milk processing plants by enforcing minimum prices and fair trade rules.

Compile meaningful production and marketing statistics for the benefit of the industry, research organizations and other interested individuals.

TRADE REGULATION PROGRAM

● GOAL

Insure fair competition in wholesale and retail industries serving the public within the State.

● OBJECTIVES

Enforce the Unfair Practices Act and investigate all complaints of violations.

WEIGHTS AND MEASURES PROGRAM

● GOAL

Eliminate fraud and misrepresentation in the use of weights and measures and insure that equity prevails in all commercial transactions involving determination of quantity.

DEPARTMENT OF BUSINESS REGULATION

● OBJECTIVES

Continue the expansion of quantity control for pre-packaged products.

Remove all inaccurate measuring devices from service.

Provide training sessions for inspectors.

License all petroleum dealers.



DEPARTMENT OF EDUCATION

\$43,519,603

REVIEW OF REORGANIZATION

The Department of Education will be established under the authority of the Executive Reorganization Act of 1971, as of September 15, 1972, the head of the Department being the Board of Education.

The position of State Entomologist will be abolished and the functions of the office transferred to the Cooperative Extension Service within the Department.

The position of State Apiarist will be abolished and the functions of the office, except those pertaining to enforcing apiary laws (transferred to the Department of Agriculture), will be transferred to the Cooperative Extension Service within the Department.

The Historical Society will be transferred to the Department. The position of director of the Historical Society and his functions will be continued. The functions of the Historical Society and the Board of Trustees of the Society will be transferred to the Director of the Historical Society. The Board of Trustees will continue, however, only in an advisory capacity.

Both the Montana Arts Council and the State Library Commission and their functions will continue; however, for administrative purposes, they will be under the Department.

The Board of Education will retain its functions with the following exceptions: the functions of the Montana State Bureau of Mines and Geology, pertaining to strip coal mining regulation, transferred to the Department of Natural Resources and Conservation; and the functions of the Division of Vocational Rehabilitation transferred to the Department of Social and Rehabilitation Services.

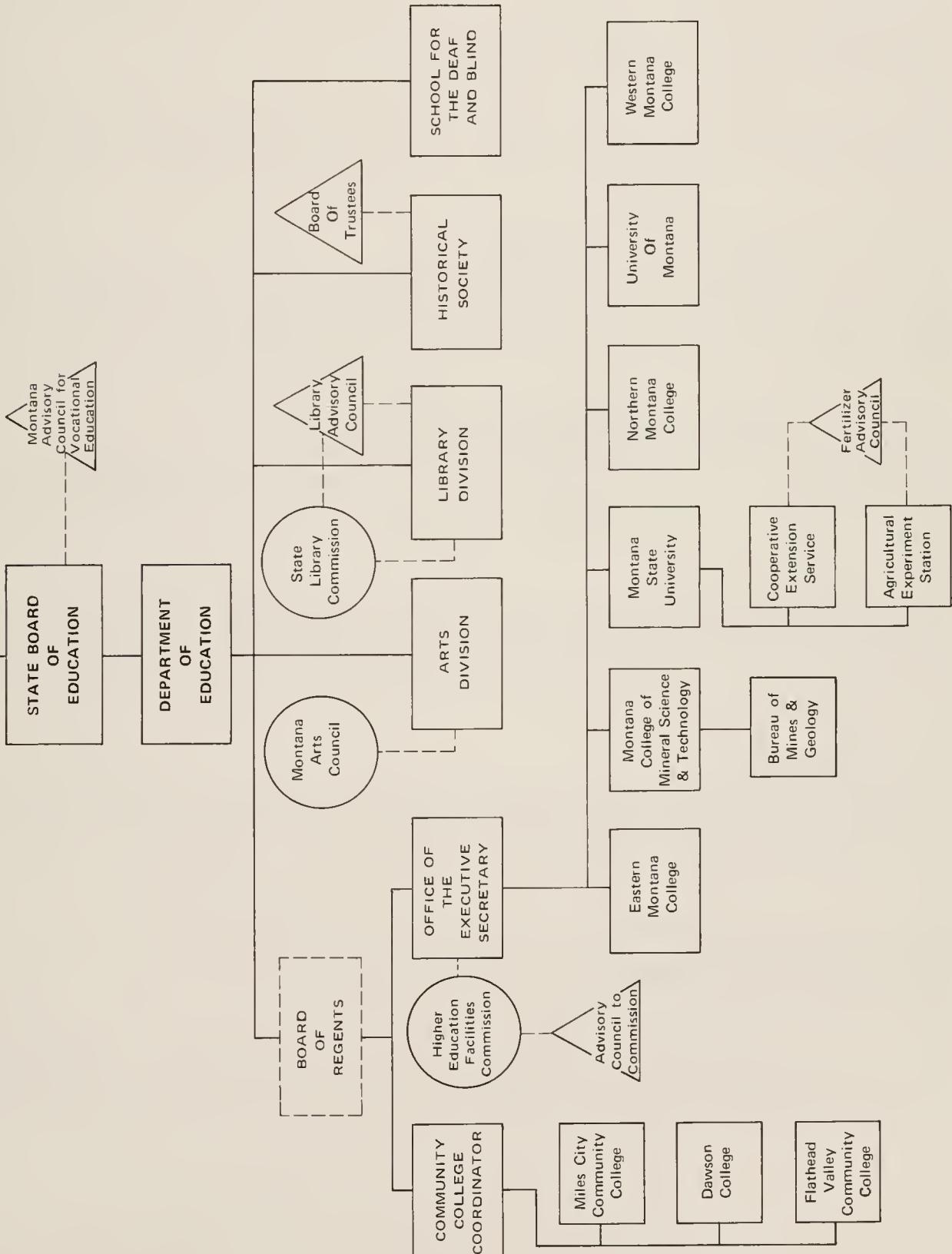
The Advisory Council on Teacher Education and Certification and the Council on Education for the Disadvantaged, administratively created, will be abolished.

OVERVIEW OF MAJOR RESPONSIBILITIES

The responsibilities of the Department of Education will primarily involve the supervision of State educational facilities. The educational functions supervised by the Department will include the University System, the School for the Deaf and Blind, junior and community colleges and post-secondary vocational-technical centers. In addition, the specialized functions of historical preservation, promotion of the arts and maintenance of the State Library will be administered under the Department.

DEPARTMENT OF EDUCATION

ORGANIZATION CHART
(ANTICIPATED)



AGRICULTURAL EXPERIMENT STATION

INCREASED EFFICIENCY IN LIVESTOCK PRODUCTION

Produced a wide array of information essential to increasing efficiency of livestock production through the conduct of research in various areas of livestock production such as nutrition, genetics, reproduction, diseases, parasites, management, range production, product quality and marketing.

INCREASED EFFICIENCY IN CROP PRODUCTION

Produced a wide array of information essential to increasing efficiency of crop production through the conduct of research in various areas of crop production such as fertilization, variety development, irrigation, plant diseases, cropping sequences and crop rotations, seeding practices, weed control, climatic effects, transportation, economics of production and marketing.

DEVELOPED DATA FOR CONSERVATION OF NATURAL RESOURCES

Developed through research a considerable volume of factual data essential to the most effective use and conservation of our natural resources in such areas as water use and quality maintenance, reclamation of mined lands and disturbed areas, saline seep problem areas, feedlot impacts, and fertilizer movement in the environment.

STUDIED RURAL DEVELOPMENT

Generated essential background information on numerous sectors of rural communities. These include such items as effects of in and out migration, leadership in rural communities, attitudes of rural citizens on a variety of problems, effects of aging, Indians in schools and communities, and land use planning.

STUDIED RECREATION

Generated basic information on several aspects of recreation including impacts of large scale recreational areas, fish and wildlife production, plant species and management for recreational use, soil properties and recreational use.

COOPERATIVE EXTENSION SERVICE

IMPROVED AGRICULTURE METHODS

The number of calves weaned per 100 cows bred is increasing because of improved breeding and culling. Also, ranges are being improved by rest rotation and deferred grazing systems and renovation. Farmers are testing more fields for fertility, using more fertilizer and finding that the added fertilizer improves profits. Pork producers have built a test center for breeding stock and are proceeding to eliminate brucellosis.

DEPARTMENT OF EDUCATION

IMPROVED NUTRITION AND HEALTH

Assisted 3,300 families to better use their food dollars in order to gain improved nutrition and health. Many of the families were assisted to get along without welfare. Nearly 5,600 low-income youth were taught improved eating habits.

INITIATED COMMUNITY DEVELOPMENT

Assisted in the development of twenty-five county and five multi-county development organizations, and initiated organizational efforts in seventeen other counties.

TRAINED CHEMICAL APPLICATORS

Commercial applicators of agricultural chemicals were trained in care and use of chemicals so that they could pass tests required by the Montana Pesticide Act.

CONDUCTED CIVIL DEFENSE COURSE

A civil defense course was completed by 6,666 school students. Thirty schools adopted procedures for school disasters. A total of 479 radio-logical monitors were trained.

ASSISTED IN RESEARCH

Assisted in research activities and informed the public on insect damage problems.

PREVENTED THE SPREAD OF DISEASE

Prevented the spread of disease in bee colonies through inspection and minimized strife within the industry through territory regulation.

EASTERN MONTANA COLLEGE

IMPROVED CURRICULUM

Liberal arts and teaching majors in speech communication theater arts, liberal arts minors in political science and sociology, a teachers minor in economics and a Bachelor of Science in Rehabilitation and Related Services were added to the curriculum.

INCREASED INDIAN STUDENT ENROLLMENT

The enrollment of Indian students continued to increase with approximately 170 Indian students in on-campus programs. The retention rate of Indian students was 75%, over twice the national average.

INCREASED LIBRARY COLLECTION

The library collection was further strengthened, increasing from 175,793 volumes in 1970-71 to 209,087 volumes in 1971-72.

DEPARTMENT OF EDUCATION

IMPLEMENTED STATEWIDE BUDGETING AND ACCOUNTING SYSTEM

The Statewide Budgeting and Accounting System was studied and procedures established for implementation of the new system on July 1, 1972.

BEGAN CONSTRUCTION

Construction began on the \$1.4 million Education Building funded from the Long Range Building Program. In addition, a \$95,000 contract was awarded to further expand and develop campus utilities.

RECEIVED NATIONAL AWARD

In February of 1972, Eastern Montana College received a Certificate of Recognition for its Environmental Education Program from the American Association of Colleges for Teacher Education.

ADDED REQUIREMENT FOR ELEMENTARY EDUCATION MAJOR

After five quarters of trial in a pilot program, a requirement has been added for every elementary education major. Each elementary major must now complete a one quarter, half day assignment in an elementary classroom as an aide to a classroom teacher. College credit is allowed for this experience.

CONTINUED ADULT EDUCATION

In 1971-72, Eastern Montana College offered twenty-nine evening extension classes in Billings with 541 enrolled, as compared to thirteen classes with 314 enrolled in 1970-71.

OFFICE OF THE EXECUTIVE SECRETARY

CONTINUED ACADEMIC PLANNING

Continued development of role and scope studies for the Montana University System. Included was an academic program inventory and study report for the Legislative Council.

PROCESSED STUDENT AID

Assisted in processing and funding student loans, work study and scholarship programs. Processed applications for student assistance under the WICHE program. Montana students were given assistance in the professional schools of medicine, dentistry and veterinary medicine outside the State during the 1971-72 academic year. Also worked with the Governor's Medical Education Planning Committee to establish medical education programs in Montana, including the WAMI program as presented by the University of Washington Medical School.

DEVELOPED PERSONNEL MANUAL

Continued development of a personnel manual for the Montana University System. The committee on this project has completed a recommended manual.

DEPARTMENT OF EDUCATION

BEGAN FUNCTIONING AS THE COORDINATING AGENCY FOR COMMUNITY COLLEGES

Initiated the coordination of the three public community colleges as specified under Montana statutes and functioned as secretariat for statewide governance under the Board of Regents.

ADMINISTERED GRANTS

Effectively administered and coordinated the distribution of Federal funds for the construction of academic facilities and instructional equipment. Coordinated planning activities for a Model Cities Related Grant to explore the feasibility of a shared educational facility between Montana College of Mineral Science and Technology, the City of Butte, Carroll College and the City of Helena.

HISTORICAL SOCIETY

ADVANCED PROGRAM FOR STATE ARCHIVES

During the last four quarters the archives division has acquired 600 linear feet of papers and records of persons and organizations and almost 400 cubic feet of Montana State agency records. Photographs were acquired at the rate of at least three a day.

INCREASED CIRCULATION OF MONTANA MAGAZINE

The magazine, with a printing of 15,000 continues with the largest circulation in its field among publications of historical societies in the United States.

INCREASED VISITOR ATTENDANCE

Library users spending one day or longer, researching such topics as women's rights, Indian customs, political history of the twenties and thirties, numbered about one hundred. Many hundreds more made shorter visits or mail inquiries.

COORDINATED COLLECTION OF HISTORICAL MATERIALS

Continued cooperative program with University System and private college libraries and history departments to coordinate information and efforts in collection of historical materials.

INCREASED MERCHANDISE VOLUME

The merchandise program has shown a substantial increase in business during the year. Sales are primarily of books, rare or limited editions of bronzes, artprints, consigned or purchased art and miscellaneous items of many kinds.

INCREASED SERVICES TO OTHER MUSEUMS IN THE STATE

Assistance to small museums continues to increase. More and more small museums in the State are asking the Society for aid in planning. The aid provided includes technical planning and organizational assistance.

DEPARTMENT OF EDUCATION

STATE LIBRARY COMMISSION

HOSTED GOVERNOR'S CONFERENCE ON LIBRARIES

The Commission assisted in funding a Governor's conference on libraries to explore the vital and continuing role libraries have in the life of the citizens of Montana, and to recommend measures needed to insure effective library service to meet these needs.

INCREASED UTILIZATION OF SERVICES TO THE HANDICAPPED

The number of persons served during the year increased by 112%, to a total of 3,232. This was a result of workshops, mailings, posters, work with other State and private agencies and increased communication with patrons.

INCREASED INTEREST IN LIBRARY FEDERATION DEVELOPMENT

The counties of Phillips, Valley, Daniels, Sheridan and Treasure have been granted funds for planning and implementing the Library Federation Development program. Big Horn County is planning for continuation of the program and Carbon County is submitting the question to their voters.

PROVIDED INTERLIBRARY LOAN AND GOVERNMENT DOCUMENTS WORKSHOPS

Provided a series of six workshops on interlibrary loan practice and procedure, and the use of government documents and documents reference tools. More than 170 persons attended these workshops, representing all types and sizes of libraries. A tangible result has been better use of network channels and request forms, and for the intended user, faster service from the State Library and other libraries which form a part of the interlibrary loan network.

INITIATED LIBRARY SERVICE AT BOULDER RIVER SCHOOL AND HOSPITAL

Final plans have been completed for a new library at the Boulder River School and Hospital. A full time librarian is already serving residents and staff, with a small collection that is housed in a storage room. The librarian is coordinating efforts with the staff and the foster grandparents program to provide effective library service.

PUBLISHED INFORMATION ON LIBRARY RESOURCES

Publication of a periodic list of new acquisitions for distribution to public, academic and school libraries within the State, and to State government offices has had a positive impact on use of the library's resources, in many instances stimulating use by persons who were not aware of the materials available or of the potential for interlibrary loan service.

INCREASED SERVICE TO WARM SPRINGS STATE HOSPITAL

Services were increased to the closed wards and to the admitting hospital through more ward visitations and with small deposit collections in these areas. Audio-visual materials were also offered to the patients not able to come to the main library. A concentrated effort was made to provide talking book service to handicapped readers.

DEPARTMENT OF EDUCATION

MONTANA ADVISORY COUNCIL FOR VOCATIONAL EDUCATION

EVALUATED VOCATIONAL EDUCATION

Organized and conducted on-site evaluation of secondary and post-secondary vocational education programs. Conducted two public meetings on vocational education to gain the viewpoints of business, industry, labor, education and the lay public regarding vocational education. Conducted several personal and written contacts with the public regarding specific situations in Montana Vocational Education. Consulted with and advised the State Board of Education and the Office of Superintendent of Public Instruction as the responsible agencies for Vocational Education. Submitted Second Annual Report on Vocational Education, with recommendations, to the State Board of Education.

PROVIDED CONSULTATION ON VOCATIONAL EDUCATION

Held several subcommittee meetings and three council meetings on review of the State Plan for Vocational Education. Consulted with and advised the office of the Superintendent of Public Instruction on the amendment of the State Plan. Consulted with other agencies regarding Vocational Education needs in Montana.

INITIATED PUBLIC INFORMATION PROJECT

Through cooperation with the Superintendent of Public Instruction and the National Advisory Council on Vocational Education, a television and radio public information project was initiated.

MONTANA ARTS COUNCIL

INCREASED GRANT ASSISTANCE

A 25.9% increase in funds available through State and Federal partnership monies was noted in this fiscal year. A marked increase in the number of people served was noted over 1970-71. Figures indicated a jump from 1,909 persons served per grant in 1970-71 to 2,666 persons served per grant in 1971-72; with a total of 120 grants—an increase of ten over last year—total exposure to the Promotion of the Arts Program was 320,000.

ESTABLISHED ARTIST-IN-THE-SCHOOLS PROGRAM

Initiated, through a \$12,200 grant from the National Endowment, a program to provide an artist-in-residence within a high school system to act as a creative and artistic resource to both school and community.

EXPANDED POETRY-IN-THE-SCHOOLS PROGRAM

Expanded the Poetry-in-the-Schools Program to include nineteen communities contacting approximately 30,000 Montana school children at elementary and secondary levels.

SIMPLIFIED GRANT APPLICATION PROCEDURE

The grant application form was reduced from three pages to one and the telephone appointment procedure was instigated to eliminate procedural errors with grant applicants.

PUBLISHED POETRY ANTHOLOGY

Twelve-hundred copies of a poetry anthology of poems written by Montana students was published and distributed to all state libraries, schools and fifty-five state arts councils throughout the United States.

DEPARTMENT OF EDUCATION

MONTANA COLLEGE OF MINERAL SCIENCE AND TECHNOLOGY

CONFERRED DEGREES

Sixty-five degrees were awarded, including ten degrees in fields authorized since the last annual report.

APPROVED AND IMPLEMENTED NEW ACADEMIC PROGRAMS

History and English degree programs were implemented and the first degrees were granted in June, 1972. The Environmental Engineering program was also implemented and the first degrees are expected to be given in 1973. Also, the first chemistry degrees were awarded in June, 1972.

MADE SEVERAL IMPROVEMENTS ON CAMPUS

Completed Student Union Building remodeling, dormitory remodeling (including space for women students), campus tree-planting program, construction of greenhouse, acquisition of land, and pre-planning for new classroom building. Much has been achieved to promote improved student living conditions and social life by providing sufficient accommodations for student organization meetings and other extra-curricular activities.

PROVIDED FOR IMPROVEMENTS IN INSTITUTIONAL SUPPORT

The Dean of Academic Affairs was developed into a full-time position; the new Statewide Budgeting and Accounting System was implemented; and the college library was able to increase its support.

MONTANA STATE UNIVERSITY

CONFERRED DEGREES

Conferred a total of 1,625 degrees during 1971-72. These included 1,327 bachelor's degrees, 262 master's degrees and 36 doctoral degrees.

REVIEWED GRADUATE AND ACADEMIC PROGRAMS

The Executive Board of the Graduate Faculty thoroughly reviewed all graduate programs and certain recommendations on consolidation and curtailment of graduate programs have been accepted. In addition, the Academic Council Coordinating Committee reviewed and rated (need and quality) all Montana State University academic programs and a number of their recommendations were accepted.

REPORTED ON WAMI PROGRAM

A report on the University's capabilities for participating in a medical education program (WAMI) with the University of Washington was prepared; an evaluation was made by the University of Washington; and their recommendation transmitted to the Regents.

DEPARTMENT OF EDUCATION

COMPLETED RESEARCH PROJECTS

Engineering Experiment Station projects for the 1972 fiscal year included a project in snow avalanche prediction; development of freeze-thaw apparatus for the continuing study of basic research concerning cold temperature effects on structural concrete; studies on transportation planning; development of a multipurpose structural testing laboratory; and development of improved methods of sanitary and industrial waste problems for Montana municipalities and industry.

PROVIDED SERVICE PROGRAMS

The Department of Continuing Education conducted sixty extension courses for more than 1,000 adults through the Community Service Program. Many additional public service educational programs, using resources throughout the University, were carried out.

NORTHERN MONTANA COLLEGE

CONTINUED EVALUATION OF FACULTY PERFORMANCE

The plan for systematic evaluation of faculty performance was continued for the fiscal year. Refinements and minor changes in the plan were instituted for the purpose of making it more effective.

CONTINUED EVALUATION OF INSTRUCTIONAL COURSES AND PROGRAMS

Results of the plan implemented last year for evaluation of instructional courses and programs indicate that it should be continued. Modifications were made that should strengthen the evaluation process.

REALIZED GROWTH IN MASTER'S DEGREE PROGRAMS

Enrollments in the master's degree programs in elementary teacher education and in vocational-technical teacher education again exceeded expectations.

COMPLETED RESIDENCE HALL AND FOOD SERVICE

The new residence hall for women and the central food service were opened for use last fall. Addition of these facilities to the campus has taken care of an overcrowded situation and made living and eating quarters much more pleasant for the students.

CONTINUED COP PROGRAM

The COP Program, developed to prepare Indian people to serve as teacher aides and to enable the most capable of them to eventually be fully certified as teachers, has been continued. This program is carried out in cooperation with the Rocky Boy's School.

IMPROVED SCHEDULING

Work has begun on the development of a yearly plan of scheduling classes to replace the quarterly plan. This plan is to be implemented next year and should result in students being able to plan work for the entire school year.

DEPARTMENT OF EDUCATION

INITIATED MODEL ELEMENTARY SCHOOL PROGRAM

In cooperation with the public schools in Wolf Point and Nashua an exemplary program for individualized instruction was initiated. This program will be of benefit to elementary schools as well as in the preparation of elementary teachers at both the bachelor's and master's level.

SCHOOL FOR THE DEAF AND BLIND

INCREASED EFFECTIVENESS

Significant progress has been made in the area of meaningful contacts and cooperation between this agency and other educational and professional entities throughout the State and nation. Through these efforts we have become more effective in bringing services to more children in their home community, thereby lessening enrollment pressure.

IMPROVED FACILITIES

A high level of quality education has been maintained and promoted due to the completion of our new educational building. Architects started work on plans for remodeling the dormitory structure.

IMPROVED EDUCATION PROGRAM

The itinerant-resource teacher program has been in operation long enough that we have developed standards and guidelines which make the program increasingly effective.

Replacement of old educational tools and equipment as well as new acquisitions has contributed significantly to the high quality of the education program.

COMPLIED WITH FAIR LABOR STANDARDS ACT

Acquired staff and rearranged work schedules which allowed close compliance with the Federal Fair Labor Standards Act.

UNIVERSITY OF MONTANA

CONFERRED DEGREES

The University of Montana conferred a total of 1,664 degrees during 1971-72. Included were: 1,268 bachelor's degrees; 322 master's degrees; 34 doctoral degrees; and 40 juris doctor degrees.

INCREASED STUDENT CREDIT HOURS

During the course of 1971-72, a total of 397,802 student credit hours were produced: 367,274 undergraduate and 30,528 graduate.

EXPANDED PROGRAMS

The administration of the University again accommodated change and expansion of student enrollment, facilities, curriculum, services to the community and State, and requirements of State

DEPARTMENT OF EDUCATION

and Federal agencies without an increment in resources commensurate with the magnitude of such accommodation.

INITIATED STUDIES

Comprehensive planning and evaluation studies of undergraduate, graduate, and professional programs were initiated during the year, with special emphasis on possible unnecessary duplication of courses and efforts, both on-campus and between units of the University System.

ADMINISTERED CONSTRUCTION PROJECTS

The University administered \$11,050,437 of construction projects in 1971-72. Additional projects totaling \$764,381 were planned during the year.

INCREASED LIBRARY COLLECTION

In spite of budgetary and staff deficiencies, the library collection was increased and services broadened and upgraded. Extensive enlargement and processing of archives collections was also possible during the year, as well as increased cooperative archives programs within the State.

PROVIDED CORRECTIONAL OFFICERS PROGRAM

The University was able to expand the Two-Year Certificate Program in Applied Science for Correctional Officers at Deer Lodge.

CREATED POSITION OF INTERNAL AUDITOR

Progress was achieved in the management and decision-making area through the creation of an Internal Auditor position. It will be the Internal Auditor's duty to review, evaluate and make recommendations for the improvement of accounting, financial and other operations.

WESTERN MONTANA COLLEGE

GRANTED DEGREES

Granted 202 bachelor's and 14 master's degrees for a total increase of 21 over the previous year.

PROVIDED EXTENSION CLASSES

Requests have been met to provide evening classes within our range of service, as faculty members have been available and willing.

INCREASED LIBRARY COLLECTION

Over 19,000 volumes of Microbook Library of American Civilization added to the library brought the total volumes to 71,733.

DEPARTMENT OF EDUCATION

INITIATED FOLLOW-UP PROGRAM

A follow-up program regarding recent graduates is expected to help the college evaluate the effectiveness of the current program of teacher preparation.

RECEIVED FIVE YEAR EXTENSION OF ACCREDITATION BY NWASHS

A five year extension of accreditation by the Northwest Association of Secondary and Higher Schools was granted to Western Montana College. The approval was based on the 1972 interim report and a campus visitation by Dr. James F. Bemis, executive director of the NWASHS.

COMPLETED RENOVATION OF SPACE

The renovation of space formerly occupied by the science department resulted in an increase in area assigned to the industrial arts as well as the art department. It also allowed both departments to expand their offerings. The audio-visual department also benefited from this project as it provided more adequate storage, a dark room, a class lab and a TV studio arrangement. The entire project involves the improvement of approximately 9,000 square feet.

Four general classrooms were made from the reading room of the old Library and seven faculty offices were built in the old stack area. Currently, each faculty member has a private office.

COMPLETED RESIDENT HALL

A 150 bed men's residence hall has been completed and renovation was made in an existing dormitory to accommodate forty-seven women students in a no-hours dorm.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF EDUCATION	<u>1971-72 FY</u>
<i>Agricultural Experiment Station</i>	
Institutional Support Program.....	\$ 223,234
Organized Research Program.....	<u>3,328,322</u>
SUB TOTAL	<u>\$ 3,551,556</u>
<i>Cooperative Extension Service</i>	
Apiary Program	\$ 15,609
Entomology Program	17,767
Institutional Support Program	152,638
Public Service Program	<u>1,888,964</u>
SUB TOTAL	<u>\$ 2,074,978</u>
<i>Eastern Montana College</i>	
Academic Support Program.....	\$ 397,124
Institutional Support Program	1,021,090
Instruction Program	2,513,155
Public Service Program	4,113
Student Service Program	<u>193,850</u>
SUB TOTAL	<u>\$ 4,129,332</u>

DEPARTMENT OF EDUCATION

1971-72 FY

Executive Secretary, Office of

Administration Program	\$ 91,495
Community College Coordinator Program.	764,723
Higher Education Facilities Program	71,542
Student Assistance Program	324,963
SUB TOTAL	\$ 1,252,723

Historical Society

Administration Program	\$ 69,638
Library and Archives Program	85,333
Magazine Program	99,073
Merchandise Program	246,860
Museum and Galleries Program	43,370
SUB TOTAL	\$ 544,274

Montana Advisory Council for Vocational Education

Administration Program	\$ 44,038
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Montana Arts Council

Promotion of the Arts Program	\$ 191,205
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Montana College of Mineral Science and Technology

Academic Support Program	\$ 80,113
Institutional Support Program	446,996
Instruction Program	834,329
Organized Research Program	446,541
Student Service Program	28,455
SUB TOTAL	\$ 1,836,434

Montana State University

Academic Support Program	\$ 1,109,276
Institutional Support Program	2,330,168
Instruction Program	7,965,995
Organized Research Program	213,056
Public Service Program	112,449
Student Service Program	614,020
SUB TOTAL	\$ 12,344,964

Northern Montana College

Academic Support Program	\$ 244,709
Institutional Support Program	551,049
Instruction Program	1,258,630
Public Service Program.	24,594
Student Service Program	67,721
SUB TOTAL	\$ 2,146,703

School for the Deaf and Blind

Administration Program	\$ 55,260
Care and Custody Program	173,295
Education Program	347,285
General Services Program	91,356
SUB TOTAL	\$ 667,196

DEPARTMENT OF EDUCATION

1971-72 FY

State Library Commission

Institutional Library Service Program	\$ 81,987
Library Networks Program	41,378
Library Service & Development Program	576,248
Library Service for Physically Handicapped Program	40,777
SUB TOTAL	\$ 740,390

University of Montana

Academic Support Program	\$ 1,331,701
Institutional Support Program	2,825,639
Instruction Program	7,729,488
Organized Research Program	371,415
Public Service Program	57,040
Student Service Program	403,028
SUB TOTAL	\$12,718,311

Western Montana College

Academic Support Program	\$ 79,205
Institutional Support Program	508,445
Instruction Program	669,320
Public Service Program	2,389
Student Service Program	18,140
SUB TOTAL	\$ 1,277,499
TOTAL	<u>\$43,519,603</u>

PROGRAM ANALYSIS

AGRICULTURAL EXPERIMENT STATION

INSTITUTIONAL SUPPORT PROGRAM

● GOAL

Provide effective planning, organization and supervision of the research effort; maintain an adequate and up-to-date library of scientific books, periodicals and other scientific literature; and effectively provide for the maintenance of the physical facilities.

● OBJECTIVES

Carry out the administrative functions necessary for the conduct of an effective research program.
Provide the scientists in the Experiment Station with ready access to scientific literature.
Provide and maintain the physical plant necessary to carry out the program of organized research.

ORGANIZED RESEARCH PROGRAM

● GOAL

Conduct effective research on both domesticated and wild species of plants and animals, water conservation and use, interrelationships of costs and prices in agriculture, mechanization in

DEPARTMENT OF EDUCATION

agriculture, soil, weeds, range improvement, disease of plants and animals, natural resources, rural development, recreation and many related problems.

● OBJECTIVES

Contribute to the welfare of the State, nation and world community by carrying out meaningful and relevant research programs on agriculturally related problems and opportunities.

COOPERATIVE EXTENSION SERVICE

APIARY PROGRAM

● GOAL

Assure the achievement and maintenance of a prosperous and thriving bee industry in Montana.

● OBJECTIVES

Register and regulate the placement of apiaries throughout the State in order to insure a healthy and economic climate for the honey industry in Montana.

ENTOMOLOGY PROGRAM

● GOAL

Maintain an effective program of information dissemination which will help prevent excessive loss due to insect damage and prevent the unnecessary use of pesticides.

● OBJECTIVES

Educate the public against unnecessary and excessive use of pesticides.

Investigate insect problems in the locale where they occur.

Provide identification and recommendations for control of submitted insect specimens.

Provide evaluation of the economic importance of insect outbreaks.

INSTITUTIONAL SUPPORT PROGRAM

● GOAL

Provide leadership which will result in an educational program of maximum value to the people of Montana and the nation.

● OBJECTIVES

Provide guidance and direction to personnel, programs, financing and adequate plant facilities.

Increase cooperative efforts with other agencies and organizations.

DEPARTMENT OF EDUCATION

PUBLIC SERVICE PROGRAM

● GOAL

Provide the people of the State with useful and practical information on subjects relating to agriculture, home economics and community development and improve the quality of living for the Montana people.

● OBJECTIVES

Develop and strengthen agriculture and other business and industry so as to provide efficient production of goods and services to the consuming public while providing a reasonable profit to producers.

Manage natural resources for maximum long-time use and yield consistent with area planning and capabilities of the resources.

Develop and maintain a broad-based, functioning community development organization in each county in Montana.

Assist Montana people in making better decisions relating to personal, community, state and national problems by providing them facts and information which may be helpful.

EASTERN MONTANA COLLEGE

ACADEMIC SUPPORT PROGRAM

● GOAL

Provide support services directly related to the major programs of instruction, research and public service.

● OBJECTIVES

Continue to identify, select and maintain a library program and continue to develop an audio-visual department.

Provide an organization of trained, qualified administrative personnel to manage the programs of instruction and public service.

INSTITUTIONAL SUPPORT PROGRAM

● GOAL

Maintain the institution's organizational effectiveness and continuity.

● OBJECTIVES

Provide general services (administrative, fiscal management, physical plant and public relations) relating to all programs.

Maintain a physical facility which meets the needs of the students, faculty and staff.

Establish and maintain policies and procedures applicable to all programs.

DEPARTMENT OF EDUCATION

INSTRUCTION PROGRAM

● GOAL

Perform those activities which are directed primarily at the production of credits toward meeting formal curriculum requirements leading to post-secondary degrees granted by Eastern Montana College.

● OBJECTIVES

Provide programs in education and liberal arts that are appropriate for students completing two years of college.

Provide programs for the preparation of teachers in a wide variety of fields appropriate to elementary and secondary education.

Provide programs for undergraduate students in rehabilitation and related services.

Provide programs for students in those majors and supporting fields in liberal arts as approved by the Regents.

Provide, at the Master's level, programs for the preparation of elementary teachers in various special areas, special education teachers, specialists and rehabilitation counselors.

PUBLIC SERVICE PROGRAM

● GOAL

Provide services that are beneficial to groups external to the institution by providing programs which utilize the resources and capabilities of the College.

● OBJECTIVES

Identify, develop and offer instruction courses as a public service to those individuals unable to pursue a formal course of study at the time offered.

Continue the program of providing a model class environment for study by those students enrolled in education majors.

STUDENT SERVICES PROGRAM

● GOAL

Provide services which contribute to the student's emotional and physical well-being and to his intellectual, cultural and social development outside the context of the formal instructional program.

● OBJECTIVES

Assist the student through counseling, financial aid and placement services.

Promote student activities as a supplement to college life and as a means of developing a working relationship between students, faculty and staff.

Disseminate information regarding the programs offered by Eastern Montana College to prospective students.

DEPARTMENT OF EDUCATION

EXECUTIVE SECRETARY, OFFICE OF ADMINISTRATION PROGRAM

● GOAL

Serve as coordinating agency for the six units of higher education, the three public community colleges and the Regents of the Montana University System, and act as secretariat for the various functioning system-wide committees.

● OBJECTIVES

Facilitate the flow of information between the six units of the Montana University System, the community colleges, the Regents and those State and Federal agencies that interact with the programs of higher education.

Complete the Board policy handbook, in conjunction with the re-codification of the higher education laws.

Develop a framework of reporting and budgeting for the three public community colleges.

Develop a communication framework for all post-secondary education in Montana.

COMMUNITY COLLEGE COORDINATOR PROGRAM

● GOAL

Provide for the establishment of community colleges and coordinate the development of uniform policies for budgeting, record keeping, student records, entrance requirements, curriculum and accreditation.

● OBJECTIVES

Function as a secretariat for the Regents and the community colleges by having staff available to record meetings, process information, create uniform reporting processes, submit budgets to the State and act as a resource and clearinghouse to other State entities, including the Department of Administration and the Legislature.

HIGHER EDUCATION FACILITIES PROGRAM

● GOAL

Efficiently administer facilities planning activities, Federal and State grants and other projects as assigned.

● OBJECTIVES

Initiate, coordinate and administer facilities planning activities, including: campus mapping, facilities inventory, room utilization studies, enrollment projections, student records data, space need analysis and long-range building programs.

Collect, process and distribute enrollment, student records and facilities statistics and coordinate reporting of facilities statistics to Federal agencies.

Maintain and coordinate a State Plan and priority rating system for distribution of grants for construction of academic facilities and acquisition of instructional equipment.

DEPARTMENT OF EDUCATION

STUDENT ASSISTANCE PROGRAM

● GOAL

Provide financial assistance to students on the basis of need and qualifications. Effectively perform the administration of War Orphans Scholarships, High School Honor Scholarships and WICHE programs in medicine, dentistry, veterinary medicine, dental hygiene and physical therapy.

● OBJECTIVES

Comply with the legislative intent and legislative statutes that identified the need and created the existence of the program.

HISTORICAL SOCIETY

ADMINISTRATION PROGRAM

● GOAL

Provide general supervision for all programs of the Society; provide liaison with the Legislature and other State agencies; implement policies established by the Board of Trustees and maintain liaison between the Board and staff; and direct public relations on a personal and news media basis.

● OBJECTIVES

Maintain budget control, personnel management, policy determination and supervision of all programs.

Assist in merchandising and seek acquisitions and sponsors of exhibits.

Establish goodwill through an effective public relations program.

LIBRARY AND ARCHIVES PROGRAM

● GOAL

Collect, preserve and manage all records relating to the history of Montana.

● OBJECTIVES

Serve as the records keeping department for State agencies.

Record on microfilm all newspapers and historical documents which may be otherwise lost due to deterioration of the paper through the years.

Index and provide resources and services for all researchers who visit the Library.

MAGAZINE PROGRAM

● GOAL

Provide a quarterly historical journal of high quality, devoted to the history of the American West; publish a Society bulletin; and assist both museum and merchandising departments in development of brochures, promotional literature, catalogs and other published items.

DEPARTMENT OF EDUCATION

● OBJECTIVES

Assist museum and merchandising programs in the development of brochures.

Continue publication of *MONTANA*, The Magazine of Western History, maintaining the quality of printing for which it has become well known.

MERCHANDISE PROGRAM

● GOAL

Provide an aggressive marketing effort to support the Merchandise Program, provide financial support to the Museum and Galleries Program and partially support the publication of *MONTANA*, The Magazine of Western History.

● OBJECTIVES

Improve and accelerate the sales program in the Society and increase direct mail sales.

Provide adequate and acceptable inventory control.

Promote public relations with all visitors to the Society building as well as those who are customers of the Society.

MUSEUM AND GALLERIES PROGRAM

● GOAL

Provide visitors a graphic, visual and interpretive view of the State of Montana, its people, environment, heritage and culture with the use of exhibits, dioramas, artifacts and art objects.

● OBJECTIVES

Renovate and update museum exhibits.

Create and schedule traveling exhibits throughout Montana.

Assist other historical museums and culture groups in Montana in securing art collections for public enjoyment.

MONTANA ADVISORY COUNCIL FOR VOCATIONAL EDUCATION

ADMINISTRATION PROGRAM

● GOAL

Provide constructive advice on vocational education needs to the State Board of Education, the U.S. Commissioner of Education and the National Advisory Council, and disseminate information regarding State and national vocational education to all interested parties.

● OBJECTIVES

Advise the State Board of Education on the development of the State Plan for Vocational Education and policy matters pertaining to the administration of the Plan.

Evaluate Vocational Education programs, services and activities and distribute results.

DEPARTMENT OF EDUCATION

Prepare and submit through the State Board of Education to the U.S. Commissioner of Education and the National Advisory Council an annual evaluation report on the effectiveness of vocational education services, programs and activities making recommendations as may be warranted.

MONTANA ARTS COUNCIL

PROMOTION OF THE ARTS PROGRAM

GOAL

Encourage throughout the State the study and presentation of the arts and stimulate public interest and participation therein and encourage the growth of artistic and cultural organizations and activities which serve a wide spectrum of people.

OBJECTIVES

Acquire and disburse funds to organizations which are serving the public by the promotion of excellence in the creative arts.

Provide assistance in areas of planning and finance for the arts and coordination of available services for the arts, on a regional and national level.

Acquire, administer and evaluate pilot projects for the enrichment of the arts.

MONTANA COLLEGE OF MINERAL SCIENCE AND TECHNOLOGY

ACADEMIC SUPPORT PROGRAM

GOAL

Compile and coordinate specified formal curricular requirements leading to authorized degrees.

OBJECTIVES

Make available to all enrolled students high quality educational programs and maintain established standards of excellence.

INSTITUTIONAL SUPPORT PROGRAM

GOAL

Provide direction, management and control of the institution and disseminate information to the general public.

OBJECTIVES

Control and direct the operation of the College through delegation of authority and supervision of activities.

Direct the operation of the physical plant, handle business transactions and accounts of the College, direct and control auxiliary enterprises and maintain student admission and academic records.

DEPARTMENT OF EDUCATION

INSTRUCTION PROGRAM

● GOAL

Provide education of the highest possible quality and prepare young people for potentially outstanding professional attainments and enlightened citizenship.

● OBJECTIVES

Provide effective education in fields of study authorized by the Board of Regents and satisfy the secondary objective of providing general college requirements for students who will complete their college education elsewhere.

ORGANIZED RESEARCH PROGRAM

● GOAL

Provide practical field research, maintain and operate a laboratory specifically designed for mineral assaying and analysis, cooperate with related State and Federal agencies, publish results of works and provide other State agencies with unbiased consultant services.

● OBJECTIVES

Aid in the planned development and wise use of Montana's mineral, mineral fuel and ground-water resources by geologic study and by the publication of information resulting from such study.

STUDENT SERVICES PROGRAM

● GOAL

Control, advise, and coordinate all student activities and organizations, and control financial aid activities for students.

● OBJECTIVES

Provide students with direction and assistance in all extra-curricular activities.

Promote cooperation with prospective students.

Maintain placement services for graduates.

Provide maximum assistance to those requiring financial aid.

MONTANA STATE UNIVERSITY

ACADEMIC SUPPORT PROGRAM

● GOAL

Provide services that support the instructional activities of the University which include the library, museum and administrative deans, and the Vice-President for Academic Affairs.

● OBJECTIVES

Provide an organization of qualified administrative personnel to efficiently manage the programs of instruction, research and public service.

DEPARTMENT OF EDUCATION

INSTITUTIONAL SUPPORT PROGRAM

● GOAL

Provide operational support for the day-to-day functioning of the University.

● OBJECTIVES

Maintain the University's organizational effectiveness and continuity by: providing planning, executive direction and efficient administrative services; maintaining the quality of the physical environment; enhancing relationships with the University's constituencies; and providing necessities and conveniences for faculty and staff.

INSTRUCTION PROGRAM

● GOAL

Provide a high quality educational experience in the fields of liberal arts, basic sciences, professional areas, agriculture, engineering and education.

● OBJECTIVES

Provide a variety of established curricula, wide enough in scope yet small enough to ensure each student the individual attention and academic counseling that are crucial in achieving a meaningful and well balanced university education.

ORGANIZED RESEARCH PROGRAM

● GOAL

Provide research programs that support the instructional program and also contribute to the solution of important problems of the State and the nation.

● OBJECTIVES

Provide for the creation and dissemination of new knowledge.

Promote the economic development of Montana by: creating activity or industry here; attracting out-of-state money for research; and solving problems and rendering service to Montana agriculture and industry.

PUBLIC SERVICE PROGRAM

● GOAL

Provide services that are beneficial to individuals and groups external to the institution which make available to the public the various unique resources and capabilities of higher education.

● OBJECTIVES

Provide for the development of social and economic programs to assist local communities and the State in meeting and solving the problems of the contemporary society.

Initiate and expand continuing education programs.

DEPARTMENT OF EDUCATION

STUDENT SERVICE PROGRAM

● GOAL

Provide services that contribute to the student's emotional and physical well-being and to his intellectual, cultural and social development outside the context of the formal instruction program.

● OBJECTIVES

Enhance the student's effectiveness as a student.

Assist the student in attaining his goals through counseling, financial aid and placement services.

Promote student activities as a means of expanding the dimensions of the educational experience.

NORTHERN MONTANA COLLEGE

ACADEMIC SUPPORT PROGRAM

● GOAL

Provide those support services that are essential to the operation of the instructional program.

● OBJECTIVES

Increase the effectiveness of the instructional program by providing and improving such support as library and audio-visual services, hospital instructional and student teaching programs, and general academic administration.

INSTITUTIONAL SUPPORT

● GOAL

Provide operational support for the day-to-day functioning of the College.

● OBJECTIVES

Maintain and promote the organizational effectiveness of the College.

INSTRUCTION PROGRAM

● GOAL

Prepare students for vocations and professions and offer them the opportunity to acquire the knowledge of their heritage, life and times which is vital for successful living.

● OBJECTIVES

Provide learning opportunities through class instruction, laboratory experience, seminars and other approaches and constantly review the effectiveness of the opportunities provided.

PUBLIC SERVICE PROGRAM

● GOAL

Assist the citizens of the State, especially those within the service area of the College, to reach their educational objectives.

DEPARTMENT OF EDUCATION

● OBJECTIVES

Provide services, primarily instructional, that are beneficial to groups throughout the State and that are especially appropriate because of the resources of the College.

STUDENT SERVICE PROGRAM

● GOAL

Provide services which contribute to the student's emotional and physical well-being and to his intellectual, cultural and social development outside the context of the formal instruction program.

● OBJECTIVES

Provide services, related to the student body but not encompassed within the formal curriculum, that are an integral part of a student's educational experience.

SCHOOL FOR THE DEAF AND BLIND

ADMINISTRATION PROGRAM

● GOAL

Provide effective administration of the day-to-day duties of the School.

● OBJECTIVES

Provide the best possible administrative services with the greatest efficiency and at the least cost possible without sacrificing quality.

CARE AND CUSTODY PROGRAM

● GOAL

Provide the children with the best care professionally possible limited only by financial resources.

● OBJECTIVES

Provide control and supervision of housing needs, food and diet services, health care, recreation activities, clothing, laundry and linen.

Teach general living skills necessary and important for handicapped children.

Provide guidance in good habits and constructive use of leisure time.

EDUCATION PROGRAM

● GOAL

Provide every child in Montana who has a hearing or visual impairment with the opportunity for an educational program best suited to his or her needs.

● OBJECTIVES

Provide a modern and well-staffed educational program that will develop happy, well adjusted and responsible citizens who are able to live independently and be self-sustaining.

DEPARTMENT OF EDUCATION

GENERAL SERVICES PROGRAM

● GOAL

Provide efficient and economical care and maintenance of the buildings, grounds and equipment.

● OBJECTIVES

Keep all properties and equipment well maintained and serviceable at all times.

STATE LIBRARY COMMISSION

INSTITUTIONAL LIBRARY SERVICE PROGRAM

● GOAL

Provide inmates and residents of State institutions a high quality library service equal to that available in the best public libraries.

● OBJECTIVES

Offer a wider range of library services and materials, including more frequent bookmobile stops, increase book collections and consultant help.

LIBRARY NETWORKS PROGRAM

● GOAL

Coordinate the resources and services of all types of libraries in the State in an effort to eliminate the barriers of geography and type of library that would otherwise restrict the library user to his local collection.

● OBJECTIVES

Make available, through photocopy or interlibrary loan, any materials held in the State, to any person in the State; obtain from out-of-state sources, materials not available in Montana; increase the capability of library personnel through training programs and in-service education; and support cooperative programs designed to improve access to materials and services.

LIBRARY SERVICE AND DEVELOPMENT PROGRAM

● GOAL

Provide effective library service to officers and employees of State government, local public libraries throughout the State (to supplement their resources), and to those residents of the State who have no direct access to public libraries.

Provide consultant advice and assistance to public librarians, library boards, and local government agencies on the best means of improving or establishing public libraries.

● OBJECTIVES

Strengthen the collection and staff of the State Library.

Develop adequately organized and supported public libraries across the State to serve all residents.

DEPARTMENT OF EDUCATION

LIBRARY SERVICE FOR PHYSICALLY HANDICAPPED PROGRAM

● GOAL

Provide direct library service to any resident of the State who, because of a visual or physical handicap, is unable to read normally printed material or hold a book or magazine and turn pages.

● OBJECTIVES

Extend library services to all eligible users in the State.

Provide for volunteer taping of reading materials.

UNIVERSITY OF MONTANA

ACADEMIC SUPPORT PROGRAM

● GOAL

Provide services that support the instruction and research functions through the retention, preservation, and display of materials.

Provide support services that are an integral part of the operations of the Academic Program.

● OBJECTIVES

Provide efficient and effective libraries, audio-visual service, academic computing support, academic administration and personnel development.

INSTITUTIONAL SUPPORT PROGRAM

● GOAL

Provide operational support for the day-to-day functioning of the University.

● OBJECTIVES

Maintain the University's organizational effectiveness and continuity by: providing planning, executive direction and efficient administrative services; maintaining the quality of the physical environment; and enhancing relationships with the University's constituencies.

INSTRUCTION PROGRAM

● GOAL

Perform the formal educational activities directed primarily at the production of credits toward the fulfillment of certain curriculum requirements, leading to the granting of a particular post-secondary degree by the University.

● OBJECTIVES

Provide quality education to students at both the undergraduate and graduate levels.

Sustain and strengthen existing and recently established academic programs.

DEPARTMENT OF EDUCATION

ORGANIZED RESEARCH PROGRAM

● GOAL

Promote the broad purposes of the University by: efficient use of resources in research activities directed to the solution of society's problems; support of the instructional program; and providing services to citizens of the State.

● OBJECTIVES

Create and disseminate new knowledge.

Expand the amount of research conducted while maintaining the quality of that research.

PUBLIC SERVICE PROGRAM

● GOAL

Provide service to more than just the resident student body, by making available to the public the various and unique resources and capabilities of the institution.

● OBJECTIVES

Provide services (such as workshops, seminars and extension courses) that are beneficial to individuals and groups external to the University.

STUDENT SERVICES PROGRAM

● GOAL

Provide services which contribute to the student's emotional and physical well-being and to his intellectual, cultural and social development outside the context of the formal instruction program.

● OBJECTIVES

Assist the student in attaining his educational goals through counseling, financial aid and placement services.

Promote student activities as a supplement to college life and as a means of developing a working relationship between students, faculty and staff.

Inform prospective students of the programs offered by the University.

WESTERN MONTANA COLLEGE

ACADEMIC SUPPORT PROGRAM

● GOAL

Provide adequate library facilities, audio-visual aids, and the expertise and support to maintain the best possible instruction program.

● OBJECTIVES

Strengthen the library facilities to accommodate the greatly increased usage. Increase book and non-book materials to enhance present courses as well as intensify emphases on new degree offerings.

DEPARTMENT OF EDUCATION

INSTITUTIONAL SUPPORT PROGRAM

● GOAL

Provide operational support for the day-to-day functioning of the College.

● OBJECTIVES

Improve methods of accounting and registration and upgrade the admission program.

Proceed with: the integrated clock system for the entire campus; improved fire protection facilities; grounds improvement and beautification; and general repair and maintenance.

INSTRUCTION PROGRAM

● GOAL

Provide effective educational instruction leading to the following degrees: Bachelor of Science in Elementary and Secondary Education, Master in Education and Liberal Arts in English and History.

● OBJECTIVES

Provide the best and most current methods and materials for practice and instruction for all students.

Sustain and strengthen existing and recently established academic programs.

PUBLIC SERVICE PROGRAM

● GOAL

Provide extension programs at the request of clientele in the areas needing additional offerings to obtain or enhance degrees.

● OBJECTIVES

Continue to offer courses most needed by individuals in the surrounding communities.

STUDENT SERVICES PROGRAM

● GOAL

Provide services which contribute to the student's emotional and physical well-being and to his intellectual, cultural and social development outside the context of the formal instruction program.

● OBJECTIVES

Assist the student in attaining his goals through counseling, financial aid and placement services.

Promote student activities as a means of expanding the educational experience.



DEPARTMENT OF FISH AND GAME

\$6,412,866

REVIEW OF REORGANIZATION

The Department of Fish and Game was established under the authority of the Executive Re-organization Act of 1971, as of July 1, 1972.

Although the reorganization order to the Department of Fish and Game was dated July 1, 1972, reorganization had essentially been accomplished by June 30, 1972.

The Fish and Game Department, provided for in Title 26, Chapter 1, R.C.M. 1947, and its units were abolished, and their functions transferred to the new Department. The position of State Fish and Game Director and its functions were continued, except that in the future the Director shall be appointed by the Governor.

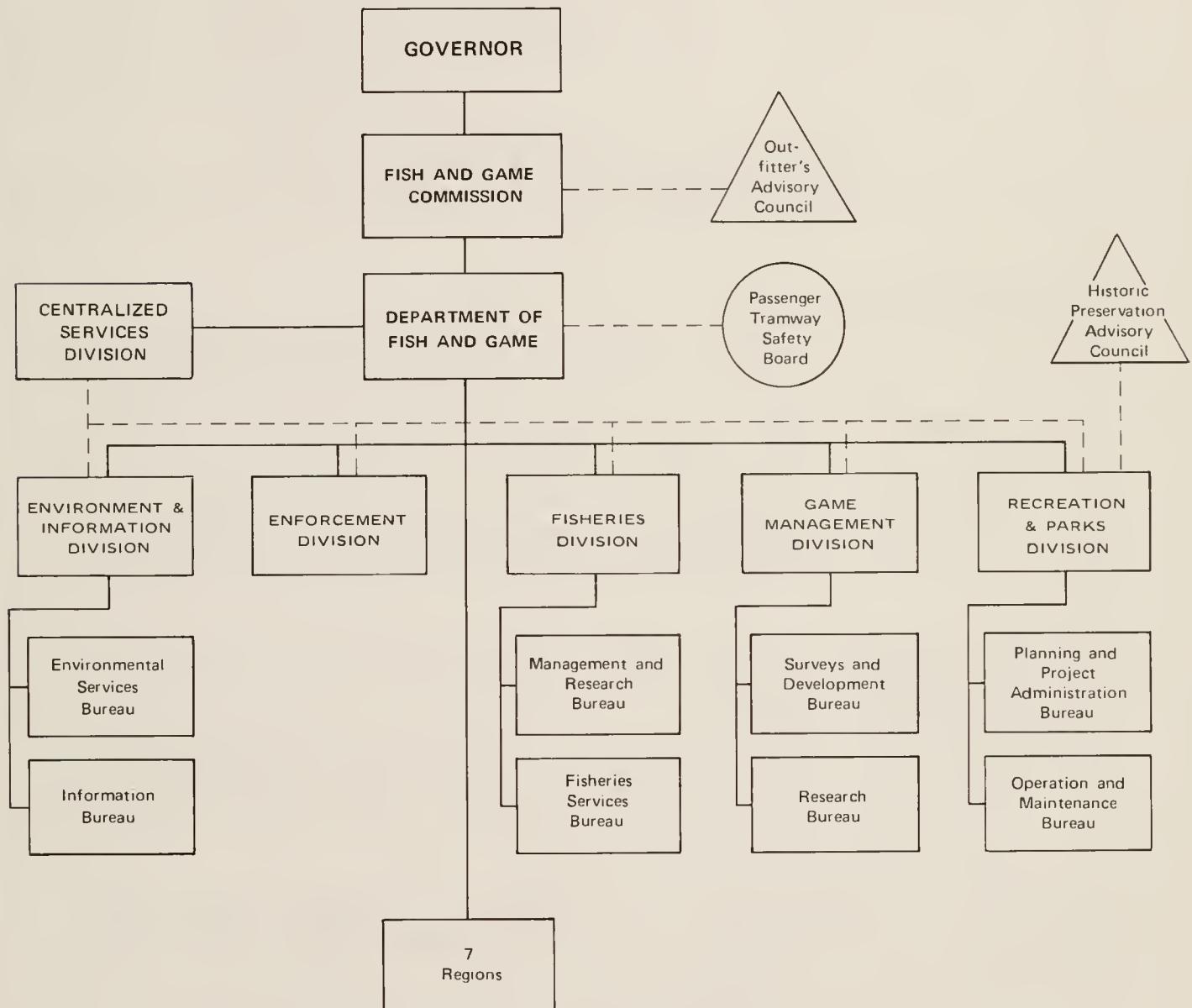
The State Fish and Game Commission and its functions, except the function of appointing and removing the Director, were continued.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department's major responsibilities are to provide effective utilization of Montana's fish and wildlife resources compatible with the ability of such resources to perpetuate; to insure that habitat supporting fish and wildlife populations is not degraded; and to provide quality outdoor recreation opportunities consistent with environmental preservation and proper management of fish and wildlife.

DEPARTMENT OF FISH AND GAME

ORGANIZATION CHART



IMPLEMENTED THE PLAN FOR EXECUTIVE REORGANIZATION

Although the reorganization order to the Montana Department of Fish and Game was dated July 1, 1972, it had been essentially accomplished by June 30, 1972. Future savings in personnel and other areas are anticipated as a result of reorganization. These savings will primarily be realized in improved services and performance which will result from the more effective department organization.

IMPLEMENTED STATEWIDE BUDGETING AND ACCOUNTING SYSTEM

A major step in accounting was implementation of the Statewide Budgeting and Accounting System as directed by the Department of Administration.

PROVIDED TECHNICAL ASSISTANCE

Technical assistance was provided to: the Environmental Quality Council and the Environmental Protection Agency; the State Land Commission with regard to mining land reclamation; and private individuals and companies for environmental assessments and ecological information.

COMPLETED STUDY TO DETERMINE STREAM FLOW VERSUS FISH PRODUCTION

The Water Resources Division of the Department of Natural Resources contracted with the Fisheries Division to determine minimum flows necessary for optimum fish production on the majority of Montana's fishing streams. These will be used in Montana's State Water Plan and also incorporated into the Westwide Water Study being undertaken by Federal and state agencies in the Western United States.

PERFORMED WILDLIFE SURVEYS AND RESEARCH

Wildlife surveys and inventories which provided a biological basis for game season recommendations were conducted throughout the State.

Specific wildlife research was performed concerning the effects of sagebrush control on wildlife, elk-logging relationships; the effects of Libby Dam and attending structures and construction on wildlife populations; and the ecology of several game species.

IMPLEMENTED NEW SAFETY AND OUTFITTER PROGRAMS

In compliance with legislation, initiated a boat and water safety program to cope with the increasing use of the State's water resources and a snowmobile safety program including noise level restrictions.

Implemented guidelines and procedures for the administration of the new outfitter law.

INCREASED AVAILABLE OUTDOOR RECREATION OPPORTUNITIES

Public access and outdoor recreation opportunities were provided on 169 individual areas. In addition, 886 acres of recreational land were brought into the system.

DEPARTMENT OF FISH AND GAME

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF FISH AND GAME	1971-72 FY
Centralized Services Program	\$1,017,135
Environment and Information Program.	738,164
Fisheries Management Program.	1,028,757
Game Management Program.	1,352,500
Law Enforcement Program.	1,262,423
Passenger Tramway Safety Board Program.	1,467
Recreation and Parks Program.	<u>1,012,420</u>
TOTAL	<u>\$6,412,866</u>

PROGRAM ANALYSIS

CENTRALIZED SERVICES PROGRAM

● GOAL

Provide efficient and unified administrative accounting and supporting services within the Department.

● OBJECTIVES

Continue to improve the effectiveness in the following areas of responsibility: personnel, budgeting, processing of claims, licenses, cash, property and payrolls.

ENVIRONMENT AND INFORMATION PROGRAM

● GOAL

Provide for the protection and enhancement of natural resources that produce outdoor recreation, with emphasis on fish and wildlife.

Provide public information relative to the environment, outdoor recreation, and fish and wildlife management.

● OBJECTIVES

Maintain and wherever possible improve the quality of Montana's environment, especially as it applies to outdoor recreation and production of fish and wildlife.

Pursue existing programs and develop new programs that will assure compatibility between the development of natural resources and a desirable environment.

Appraise Montanans of the need to maintain a quality environment and to provide factual information so that they may knowledgeably support beneficial laws and programs.

DEPARTMENT OF FISH AND GAME

FISHERIES PROGRAM

● GOAL

Provide effective management of Montana's aquatic resources in order to perpetuate a broad spectrum of natural habitat and biota and to preserve and increase fishing opportunities.

● OBJECTIVES

Conduct survey and investigational work under a scheduled program to provide basic data necessary for management.

Improve, restore and preserve fish habitats.

Manipulate fish populations (*i.e.*, removing rough fish with chemicals and restocking with game fish, stocking game fish in waters where there is inadequate production or reproduction and introducing forage species).

Develop fishing regulations.

Develop commercial fishing of rough fish.

Determine needs and make recommendations for fisherman access sites and impoundments to be built for sport fishing.

GAME MANAGEMENT PROGRAM

● GOAL

Manage and maintain Montana's wildlife resource and its habitat for its intrinsic and ecological values while providing maximum recreational, economic, scientific and educational use opportunities to Montanans and the many other people of the United States who utilize this resource.

● OBJECTIVES

Produce and maintain a maximum breeding stock of game species on all suitable lands in Montana and utilize the annual crops produced by this stock for recreational use.

Acquire, develop and maintain key areas of wildlife habitat in a manner which will benefit wildlife species and contribute to the recreational, economic and educational needs of people in Montana.

Inventory the wildlife resource and its habitat and conduct wildlife surveys and research as necessary throughout the State to provide biological information for scientific game management and for any other program that benefits wildlife.

LAW ENFORCEMENT PROGRAM

● GOAL

Provide effective enforcement of Montana's Fish and Game laws and regulations.

● OBJECTIVES

Protect fish and wildlife resources and their habitat from willful or negligent destruction by attaining an acceptable level of compliance to regulations and laws relating to fish, game, park and recreation.

DEPARTMENT OF FISH AND GAME

Assist with the collection of biological and management information.

Disseminate knowledge and information about fish and wildlife resources, regulations and management to increase public understanding and cooperation in the sound utilization and conservation of these resources.

Promote hunting and fishing access for the public when possible.

Recognize the interest of those who derive their livelihood, pleasure or recreation from fish and wildlife.

Cooperate with and encourage cooperation among agencies, groups and individuals concerned with laws respecting wildlife resources.

Assist the people responsible for fish and wildlife management in every way possible to accomplish the Department's overall objectives.

Promote recreational safety for public protection and enjoyment.

PASSENGER TRAMWAY SAFETY BOARD PROGRAM

● GOAL

Safeguard the life, health, property and welfare of persons using passenger tramway facilities.

● OBJECTIVES

Protect the State's citizens and visitors from mechanical hazards in design, construction and operation of passenger tramways by establishing standards, requiring periodic inspections and registering all passenger tramways.

RECREATION AND PARKS PROGRAM

● GOAL

Conserve the scenic, historic, archaeologic, scientific and recreational resources of the State of Montana in order that they may contribute to the cultural, recreational and economic life of the people of Montana.

● OBJECTIVES

Provide for the use and enjoyment of Montana's parks and recreational resources by the general public --residents and non-residents.

Prepare a statewide Historic Preservation Plan for the purpose of qualifying Montana for Federal matching funds from the National Act for the Preservation of Historic Sites.

Maintain a statewide Outdoor Recreation Plan for the purpose of qualifying Montana for the Federal matching funds from the Land and Water Conservation Fund Act.



DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES ~~_____~~ \$3,647,656

REVIEW OF REORGANIZATION

The Department of Health and Environmental Sciences was established under the authority of the Executive Reorganization Act of 1971, as of November 29, 1971. Implementation of the Executive Reorganization Act resulted in the Department being reorganized from a structure of fifteen separate units to six administrative divisions. Within the division structure, bureaus were established as needed for program operation. Reorganization has enabled the establishment of better lines of authority and has provided for better program coordination within the various divisions.

The State Department of Health and its units were abolished and their functions, except as indicated below, were transferred to the new Department.

The functions pertaining to enforcing industrial hygiene laws and nurse's employment practices were transferred to the Department of Labor and Industry. Those pertaining to dredge mining regulation were transferred to the Department of Natural Resources and Conservation. The functions contained in the Montana Insecticide, Fungicide and Rodenticide Act of 1947 were transferred to the Department of Agriculture.

The Sanitarians Registration Council and the Montana Commission on Alcohol and Drug Dependence were abolished and their functions transferred to the new Department.

The Division of Environmental Sciences was created within the Department with its functions assigned by the Board of Health and Environmental Sciences.

The State Board of Health continued as a quasi-judicial board and was renamed the Board of Health and Environmental Sciences.

The State Water Pollution Control Council continued in its advisory capacity and was renamed the Water Pollution Control Advisory Council. The Air Pollution Control Advisory Council was also continued.

The following agencies were abolished:

- General Disease and Immunization Advisory Committee
- Laboratory Advisory Committee
- Migrant Health Advisory Committee
- Hearing Conservation Advisory Committee
- Family Planning Advisory Committee
- Joint Staff Committee
- Interdepartmental Council on Mental Retardation
- Radiation Advisory Committee
- Hospital and Long Term Care Facilities Advisory Council

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES ---

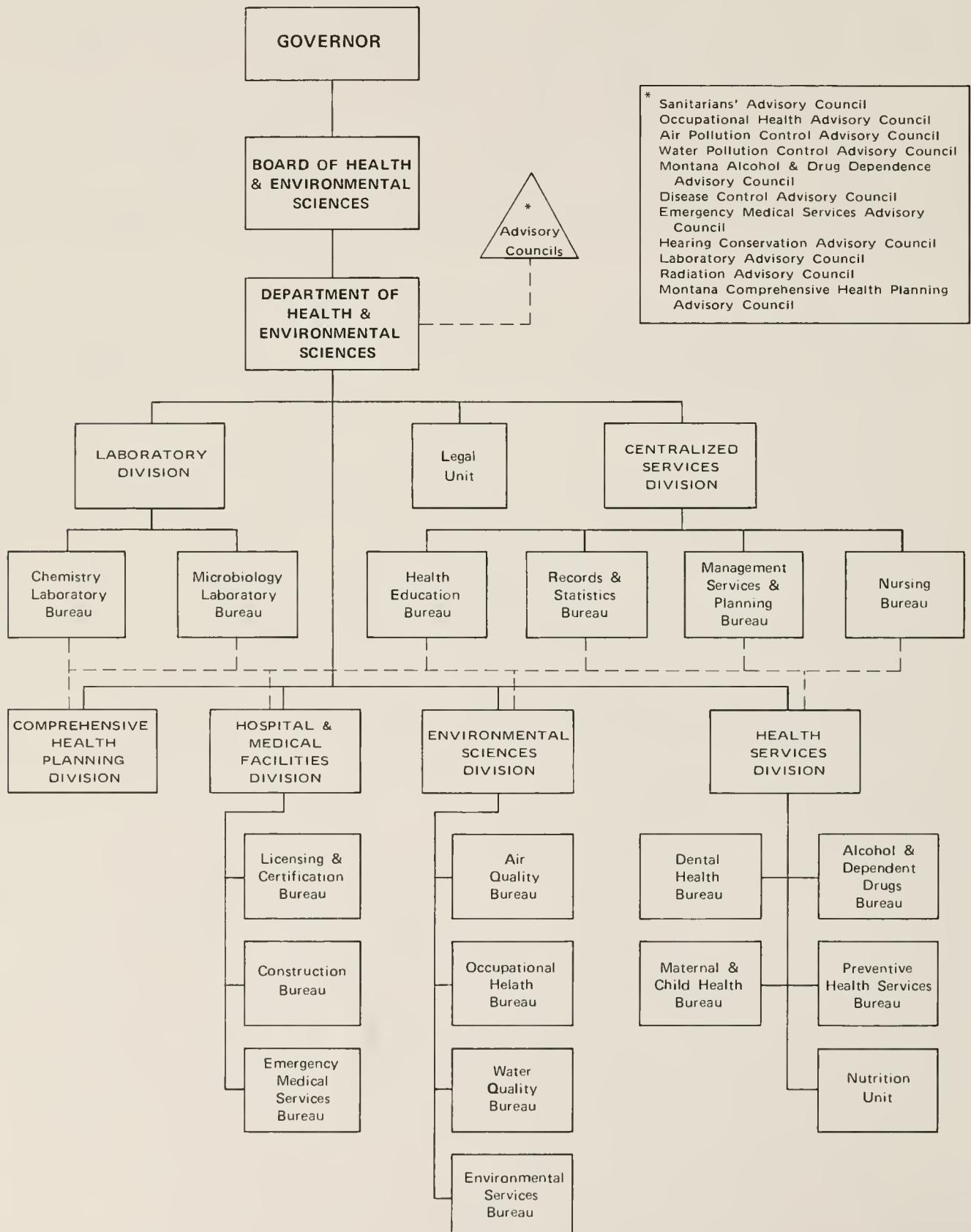
OVERVIEW OF MAJOR RESPONSIBILITIES

The major responsibility of the Department is to provide beneficial public health programs for the people of the State of Montana. The Department has the responsibility to assess health needs in the State, develop and maintain statistics on health problems and conduct health programs necessary for the protection and relief of the citizens of the State.

The Department performs functions in the following areas: air and water quality control, environmental sanitation, maternal and child health services, dental health, disease control, nutrition, health education, comprehensive health planning, hospital and medical facilities, laboratories, nursing, records and statistics, local health services and services to reach persons dependent on alcohol and drugs.

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

ORGANIZATION CHART



MAJOR ACCOMPLISHMENTS

PROVIDED GRANTS FOR SEWAGE TREATMENT FACILITIES

Grant offers totalling \$3,997,431 were made from the State Board of Health and Environmental Sciences to forty local government units for construction of sewage treatment facilities. Project plans were prepared for eighteen of the projects.

INCREASED FAMILY PLANNING PROGRAMS

Utilizing grants of approximately \$400,000 ongoing Family Planning Programs were strengthened in five Montana cities and implemented in five more. Over 3,800 persons received clinical family planning services.

IMPLEMENTED EXECUTIVE REORGANIZATION

Implementation of the Executive Reorganization Act resulted in the Department being reorganized from a structure of fifteen separate units to six administrative divisions. Within the division structure, bureaus were established as needed for program operation. Reorganization has enabled the establishment of better lines of authority and has provided for better program coordination within the various programs.

IMPLEMENTED NURSING HOME IMPROVEMENT PROGRAM

All required special surveys and inspections were completed and every Federal deadline met as required in the national Nursing Home Standards Improvement Program. An Information and Education Program was established within the Hospital and Medical Facilities Division especially to assist in upgrading nursing homes.

CONTINUED GONORRHEA CONTROL PROGRAM

Efforts included the utilization of five field representatives interviewing approximately 300 diagnosed male patients. Approximately 5,000 females were involved in a gonorrhea screening program conducted through private physicians' offices and family planning clinics. The Laboratory Division performed 41,058 tests (including all cultures for gonorrhea) in support of venereal disease control programs.

DEVELOPED AND IMPLEMENTED EMERGENCY MEDICAL SERVICES

This program was developed and implemented as required by the Ambulance Licensing Law passed by the 1971 Legislature. Trained and certified 328 emergency medical technicians; 81 ambulance services were licensed; 13,502 persons were trained in emergency health preparedness; and the State Emergency Medical Advisory Council was organized.

ADDED A LEGAL UNIT

A full time Legal Unit was established within the Department, consisting of an attorney and a secretary.

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

EXPANDED SOLID WASTE PROGRAMS

Comprehensive solid waste management programs were developed for Mineral, Glacier, Pondera and Ravalli counties. In addition, fifteen counties were assisted in improving or implementing solid waste management disposal sites.

EXTENDED ADULT SCREENING PROGRAMS

Included in these programs were coronary heart disease prevention screening clinics which were extended to four more counties. Evaluated and counseled 1,180 persons and referred them to their physicians when necessary. In support of these screening programs 1,172 cholesterol determinations were processed by the Laboratory Division. Diabetes screening was accomplished on 8,174 persons; 330 people were screened for glaucoma; and 228 persons attended pilot multiphasic screenings which included screening for hypertension, diabetes and hearing.

ASSISTED WITH IMPLEMENTATION OF IMPLIED CONSENT LAW

Department responsibilities included the training and certifying of operators of Alco-Analyzers and other equipment involved in the collection of samples; and the performing of analyses of specimens for alcohol content of 427 breath specimens shipped on Sobermeters; of 362 urine specimens; and of 759 blood specimens.

PROVIDED DENTAL CARE INSTRUCTION

Over 7,000 school children throughout the State were provided with a tooth brush and participated in a program of dental health education.

COMPUTERIZED THE MONTANA VITAL STATISTICS REPORT

Addition of a computer programmer to the staff resulted in the capacity to computerize the Montana Vital Statistics Report, and to produce the report on a more timely, accurate and economical basis. In addition, the production of complex tabulations and lists for special use requestors is now feasible utilizing computer technology.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

1971-72 FY

Communicable Disease Control Program.....	\$ 292,518
Comprehensive Health Planning Program.....	160,550
Environmental Health Program	748,925
Health Care Facilities and Manpower Program.....	800,491
Health Services Program.....	1,172,953
Management Services Program	436,299
Sanitarians Licensing and Regulation Program	395
Water Pollution Control Program	28,111
Water and Waste Water Operators Program	<u>7,414</u>

TOTAL \$3,647,656

COMMUNICABLE DISEASE CONTROL PROGRAM

● **GOAL**

Protect and improve health of individuals and the public through the control of communicable diseases.

● **OBJECTIVES**

Provide for surveillance of all communicable diseases in the State and assess the effects that disease in other areas of the United States may have on Montana citizens.

Provide effective casefinding methods in tuberculosis and venereal disease and provide information to the public about communicable disease, drugs for prevention of these diseases and assistance in contact follow-up.

Provide diagnostic and evaluative laboratory services to assist physicians and other health personnel in the detection and follow-up of these diseases.

Provide for effective interruption of the transmission of disease which can be controlled by immunization.

Reverse the trend in venereal disease and initiate an effective control program.

COMPREHENSIVE HEALTH PLANNING PROGRAM

● **GOAL**

Assure the highest level of health attainable for every person in an environment which contributes positively to healthful individual and family living.

● **OBJECTIVES**

Obtain and preserve, for man, a habitat known to create no hazard to his continued physiological and mental well-being and guarantee the basic essentials of life (air, water, food, shelter).

Provide for the most beneficial utilization of Montana's health facilities by providing for an environment conducive to rational health facilities planning.

Provide for the most efficient and effective utilization of available and potential health manpower resources and ameliorate current health manpower shortages.

Provide needed information to Advisory Council members so that they can effectively and efficiently carry out their roles and functions.

Provide each of Montana's five health planning districts with the capacity for more effective planning and action.

Provide for the right service for the right person in the right place at the right time and at the right cost.

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

ENVIRONMENTAL HEALTH PROGRAM

● GOAL

Protect public health through protection, recovery, and maintenance of the environment so that present and future generations may enjoy full benefit of natural and man-made resources.

● OBJECTIVES

Assist local governments in developing proper solid waste management programs.

Maintain a livable environment through control of air, water and pesticide pollution.

Eliminate excessive occupational exposure to factors, such as heat, dust, noise and toxicants, that are detrimental to health.

Administer the Food, Drug and Cosmetic Act and continue to revise and update Department regulations to keep them current with new developments in the consumer protection field.

Provide adequate environmental radiological surveillance.

Insure that the public's drinking water supplies are of safe and wholesome quality.

Provide public health education.

HEALTH CARE FACILITIES AND MANPOWER PROGRAM

● GOAL

Assist in providing an adequate number of hospital beds and other health care facilities which are of satisfactory standards of construction and operation for the delivery of care to the inhabitants of the various communities of the State.

● OBJECTIVES

Provide additional inspection and consultation services for a more rapid progression to the highest quality patient care.

Survey annually all providers of service under the Medicare Program which are fully certifiable or certifiable with correctable deficiencies. Visit those with deficiencies as necessary and consult with them to correct all deficiencies.

Review all plans for medical facilities construction and hold meetings with project architects prior to construction, and perform on-site visits during construction to insure that safe high standard facilities are constructed for providing health care.

Perform annual inspections of all health facility laboratories and give advice and consultation to improve facilities and technical operations.

Develop and coordinate a statewide proficiency testing program to improve the end results of laboratory examinations.

Assist in the provision of facilities and equipment, the recruitment and training of personnel, and the development of operational plans for adequate health care in situations of emergency or disaster.

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

HEALTH SERVICES PROGRAM

● GOAL

Protect and improve the health of the people of Montana by preventing and/or controlling chronic illnesses and communicable diseases, supporting maternal and child health programs, providing epidemiological, family planning, health education, dental health and nutrition programs; and coordinating alcohol and drug programs.

● OBJECTIVES

Provide information and services aimed at: providing families with an opportunity to voluntarily space their children, improving the health of children and providing a better quality of family life, both physically and mentally.

Reduce the mortality rates of infants and preschool children. Reduce also, mental retardation in newborns.

Reduce dental caries by 10% in children through fluoridation of public water supplies, topical application of fluorides to teeth in group programs and good dental health education.

Provide restorative services to children afflicted with handicapping conditions resulting from birth, diseases or accidents.

Provide screening clinics for adults for early detection of chronic diseases, and comprehensive health screening services for children who otherwise may not have access to such services.

Control chronic illnesses by programs of early diagnosis, follow-up therapy, adequate nutrition, rehabilitation and education.

Increase public awareness concerning the prevention and alleviation of hearing problems, and the causes, results and various ramifications of hearing loss.

Reduce the impact that alcoholism and drug abuse have upon personal and public health, welfare, mental, social and economic well-being.

Maintain surveillance on all reportable infectious diseases in Montana and provide epidemiologic services when indicated.

Assure treatment and provide epidemiological services, including gonorrhea culture screening programs, for all venereal disease cases.

Organize an effective health care system for migrant workers in Montana.

MANAGEMENT SERVICES PROGRAM

● GOAL

Provide high quality medical and administrative direction of public health programs and activities and utilize, to the highest possible effectiveness, the resources available for the provision of public health services.

● OBJECTIVES

Provide improved medical and administrative supervision of all agency operations and furnish adequate and timely financial and business management support to health programs.

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

Provide educational programs in order that needed knowledge will be available to the citizens of the State to aid in protecting and improving health.

Maintain vital records for the people of Montana and provide statistical services for use in the development, operation and evaluation of health programs.

Assist in the provision of public health services in the communities of the State; to eliminate or alleviate diseases and health problems and promote good environmental health conditions; and to make adequate health services available to citizens in all areas of the State.

SANITARIANS LICENSING AND REGULATION PROGRAM

● GOAL

Insure that all practicing sanitarians in Montana are fully qualified and that they maintain a high degree of competence in the practice of professional sanitation.

● OBJECTIVES

Examine and review all applicants for the sanitarians' certificate.

Revoke or suspend the certificate of registration of any sanitarian who displays incompetency or misconduct in the practice of professional sanitation.

WATER POLLUTION CONTROL PROGRAM

● GOAL

Assist cities, through the provision of construction grants, to attain the highest possible level of sewage treatment.

● OBJECTIVES

Provide grants to cities for construction of sewage treatment facilities so that the State will participate along with Federal and local funding in providing the highest practicable level of sewage treatment for cities of the State.

WATER AND WASTE WATER OPERATORS PROGRAM

● GOAL

Protect the health and lives of the public, and help to insure that Montana's waters remain uncontaminated from untreated wastes, by requiring that all operators of water supply systems and waste water treatment plants be fully qualified to serve in that capacity.

● OBJECTIVES

Examine, by means of a written test, all prospective operators of water supply and waste water treatment plants to determine whether or not they are qualified.

Classify all water treatment plants, water distribution systems and waste water treatment plants with regard to size, type and physical condition.

**REVIEW OF REORGANIZATION**

The Department of Highways was established under the authority of the Executive Reorganization Act of 1971, as of December 16, 1971. The Department of Highways was not merged with any other State agencies and, accordingly, no major change in activities was effected, other than the realignment of functions to provide better management controls and efficiencies.

The Department, headed by the Director of Highways, assumed the functions of the former Highway Department, the State Highway Administrator, the Montana Toll Bridge Authority, the Montana Motor Vehicle Board, and the Highway Commission, with the following exceptions. The Motor Vehicle Board's quasi-judicial function was transferred to the Board of Highway Appeals and the Highway Commission's function of acting as the Montana Highway Patrol Board was transferred to the Department of Law Enforcement and Public Safety. The Highway Commission was continued as a quasi-judicial board.

The Board of Highway Appeals was created as a quasi-judicial board with the capacity for hearing grievances of personnel in the Department and disputes that may result from the administration and enforcement of proportional registration agreements.

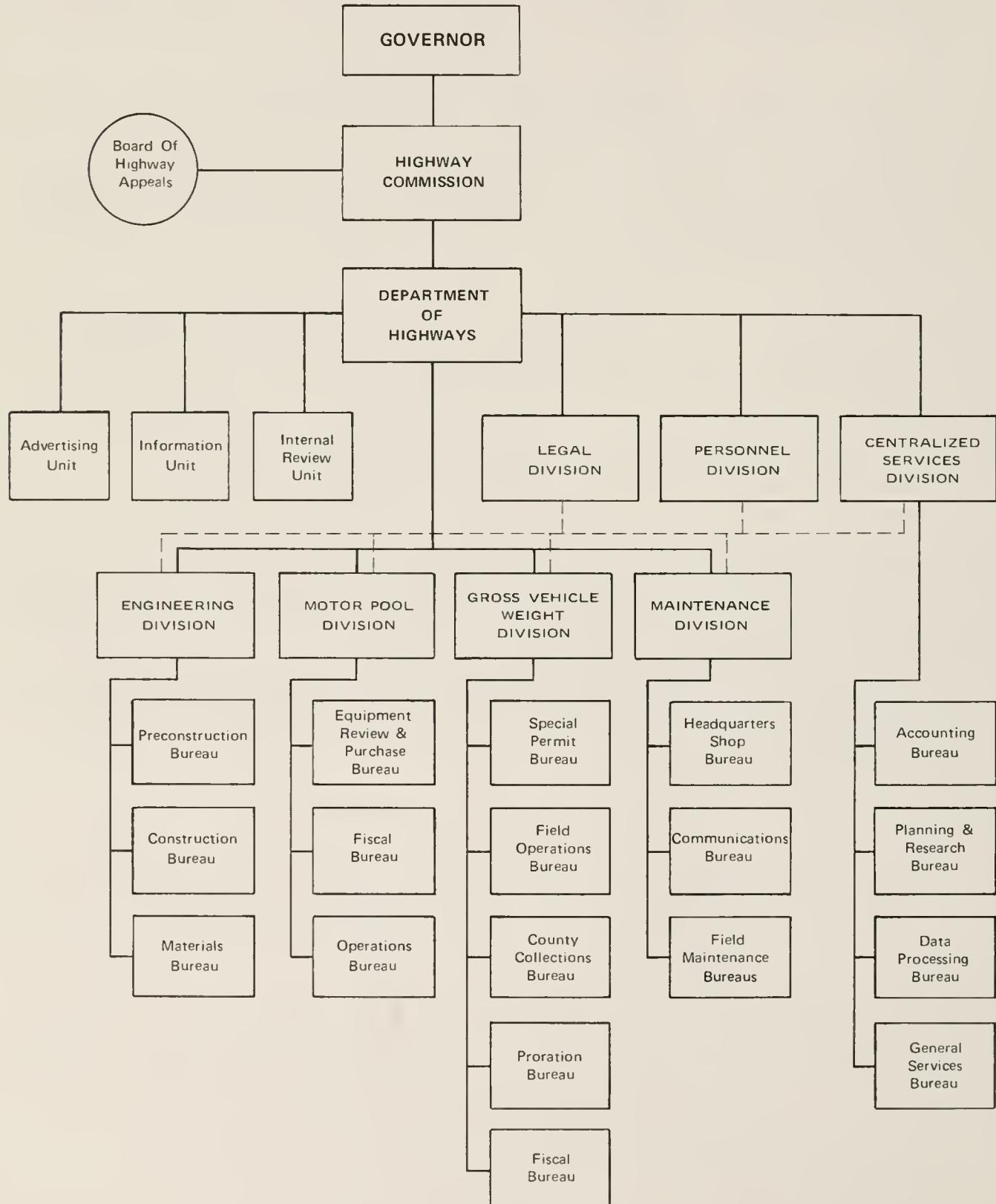
The Montana Fact-Finding Committee on Highways, Streets and Bridges, the Montana Council for Highway Research and the Highway Joint Development Council were abolished.

OVERVIEW OF MAJOR RESPONSIBILITIES

The major responsibility of the Department of Highways is to provide and maintain an adequate system of highways in the State. The Department performs the functions of highway planning and design, highway construction, highway maintenance and certain special functions such as regulation of proportional registration and taxation of interstate carriers. In addition, the Department manages the State Motor Pool, which includes procuring, maintaining and managing the use of State owned vehicles. The Department is responsible for the promotion of the tourist industry in the State, as well.

DEPARTMENT OF HIGHWAYS

ORGANIZATION CHART



INCREASED CONTRACTOR PAYMENTS

Montana's overall highway program continued at a high level during fiscal year 1972, with contractor payments being an all-time high. A major portion of the payments was made for work performed on contracts awarded during fiscal years 1970 and 1971, many of which were completed during fiscal year 1972.

COMPLETED HIGHWAY STUDY

Work was completed on the Functional Highway Classification Study required by Federal law. Present Federal aid interstate, primary and secondary highways will be reclassified as arterial, collector and local facilities, with separate classification according to urban or rural status. The results of the nationwide study have been supplied to Congress for consideration and eventual implementation.

REALIZED PROJECT DECREASES

Projects let to contract for fiscal year 1972 amounted to \$49,937,809 as compared with \$78,787,728 in fiscal year 1971. The Federal government continued to withhold Federal funds legally apportioned to the State by restricting the amount of such funds that could be obligated.

COMPLETED MANPOWER UTILIZATION STUDY

Roy Jorgensen Associates, Inc., Management Consultants, completed a study program of the overall preconstruction operation involving analysis of skills and inventory of manpower utilization, classification and reorganization of personnel, simplification and standardization of drawings and plans, improved scheduling and control systems, and preparation of a detailed design manual and a comprehensive management manual. The design manual and portions of the management manual were approved and implemented by the end of the fiscal year.

ADMINISTERED CONSTRUCTION CONTRACTS

One hundred twenty contracts were completed and 143 contracts, with a value of \$132,754,376, were in force at the end of the fiscal year.

MAINTAINED HIGHWAYS

The Maintenance Division maintained 8,111 miles of roadway in fiscal year 1972. This was an increase of 153 miles over the previous year.

EXPANDED ADVERTISING PROGRAM

Increased use of outdoor, radio and TV advertising, along with continuation of films, brochures and participation in travel shows, greatly expanded the State's advertising program. From all indications, visitations at key attractions appeared to be up about 10% and spending in the State was up accordingly, possibly 14.5 million dollars.

DEPARTMENT OF HIGHWAYS

RECEIVED FILM AWARD

The film, *MONTANA, LAND OF THE BIG SKY* won a Cine Golden Eagle Award in Washington, D.C., and at the Sunset Film Festival in Los Angeles for being "The best domestic travel film by a government agency in the United States."

ESTABLISHED AND MODIFIED ACCOUNTING SYSTEMS

A new inventory accounting control system was established and adapted to data processing procedures. This was done to improve the accuracy and currency of data as well as to provide better control over the size of inventories. The Department also modified existing accounting and budgeting systems to provide information required by the Statewide Budgeting and Accounting System.

INITIATED THE STATE MOTOR POOL

The State Motor Pool Program has been in operation since July 1, 1971, and the statistics for the first full year of operation ending June 30, 1972, showed 1,951 vehicles operated a total of 22,858,328 miles at a total cost of \$3,531,644. During the year, the Motor Pool fleet was increased by 133 vehicles to provide for the expansion of some agencies and the complete outfitting of others which previously had no State-owned vehicles.

ESTABLISHED TRANSPORTATION RATE

A realistic total transportation rate was established as a result of the State Motor Pool operation. The first year operation revealed that many State agencies were not realistic in recognizing their total transportation costs. In many cases, depreciation reserve or cost of vehicle replacement was not recognized as a direct transportation cost and the assignment of a portion of administrative costs to transportation was a rarity.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF HIGHWAYS	<u>1971-72 FY</u>
Advertising Program.....	\$ 600,151
Construction Program.....	91,753,471
General Operations Program	4,431,583
Maintenance Program.....	15,014,853
Preconstruction Program	8,848,578
Reimbursable Services Program.....	625,515
State Motor Pool Program	<u>3,265,372</u>
TOTAL	<u>\$124,539,523</u>

ADVERTISING PROGRAM**● GOAL**

Encourage travel to and within the State by out-of-state visitors.

● OBJECTIVES

Acquaint out-of-state residents with the attractions of the State by supplying attractive maps, brochures and other publications describing the many points of interest.

Promote travel to and within the State through films and travel and recreation shows.

Pursue an active public relations program through national magazines and television, and by co-operating with groups interested in travel and tourist promotion.

CONSTRUCTION PROGRAM**● GOAL**

Maintain strict compliance to State and Federal requirements during the construction phase, from the time the contract is awarded to the completion and subsequent approval of the project.

● OBJECTIVES

Give increased attention to use of improved construction techniques, equipment and materials in an effort to obtain better highways.

Include more safety features in highways to protect the traveling public.

GENERAL OPERATIONS PROGRAM**● GOAL**

Provide effective overall administrative activities and related services which are essential to and support the other highway programs.

● OBJECTIVES

Guide the operations so that adequate and current data will be available to support administrative decisions concerning the assignment of available resources to the various highway programs.

MAINTENANCE PROGRAM**● GOAL**

Maintain the highways and related facilities of Montana in the best possible condition for service to the traveling public.

● OBJECTIVES

Perform maintenance activities to a degree consistent with economy, so that the cost of maintenance will not encroach on the funds assigned to other programs.

DEPARTMENT OF HIGHWAYS

PRECONSTRUCTION PROGRAM

● GOAL

Provide an orderly schedule which will establish an inventory of projects that can be awarded to contract as rapidly as construction funds become available.

● OBJECTIVES

Provide detailed design and location engineering.

Acquire needed land for highway projects.

Schedule and program highway projects for construction.

Assure that the human environment is carefully considered and national and State environmental goals are met when highway improvements are developed.

REIMBURSABLE SERVICES PROGRAM

● GOAL

Provide various types of services to other State agencies, cities, counties, Federal agencies and private firms, on a reimbursable basis.

● OBJECTIVES

Define the amount of expenditures made for purposes other than normal highway operations.

Provide for maintenance and snow removal for roads under jurisdiction of agencies other than the Department of Highways, on a reimbursable basis.

STATE MOTOR POOL PROGRAM

● GOAL

Establish, maintain and operate a fleet of State-owned vehicles available to State employees for the conduct of official State business.

● OBJECTIVES

Maintain an adequate fleet of State-owned vehicles of various types to satisfy the transportation requirements of all State agencies within reasonable limitations.

Maintain the vehicles in the best condition economically feasible.

Maintain records of vehicle operating costs and usage.



REVIEW OF REORGANIZATION

The Department of Institutions was established under the authority of the Executive Reorganization Act of 1971, as of December 17, 1971.

The Department, headed by the Director of Institutions, assumed the functions of the former Department of Institutions except the functions relating to motor vehicle registration and criminal identification and investigation which were transferred to the Department of Law Enforcement and Public Safety. In addition, the administrative functions of the Board of Institutions were transferred to the Department, while the quasi-judicial functions remained with the Board.

The Board of Pardons and its functions were continued and the Board was transferred to the Department for administrative purposes only. The position of State Director of Probation and Parole was renamed the Administrator of Probation and Parole.

The Board of Eugenics and its functions were continued and the Board was transferred to the Department for administrative purposes only. The following were abolished:

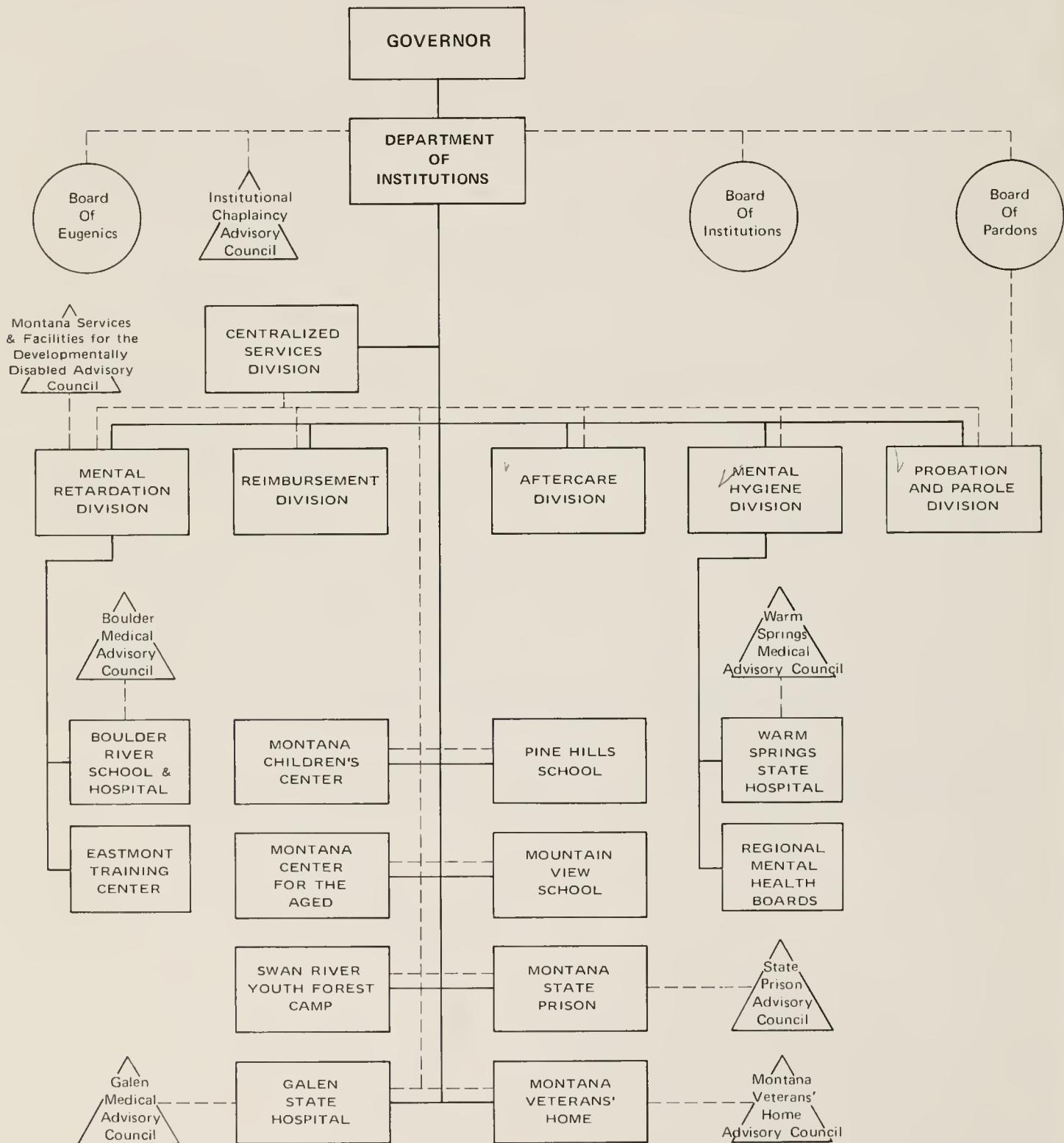
- Boulder River School Construction Committee
- Council of Superintendents
- Institutional Chaplaincy Advisory Committee
- State Prison Advisory Council
- Veterans' Home Advisory Council

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Institutions is responsible for providing institutional care to persons in the State requiring such care. The functions relating to the performance of this responsibility include the: administration of eleven State institutions (Boulder River School and Hospital, Center for the Aged, Eastmont Training Center, Galen State Hospital, Montana Children's Center, Montana State Prison, Montana Veterans' Home, Mountain View School, Pine Hills School, Swan River Youth Forest Camp and Warm Springs State Hospital); provision of post-release services to institutionalized individuals; reimbursement, from various sources, to the State for the cost of institutionalized care; administration of the probation and parole system (through the Board of Pardons); and administration of statutory provisions regarding voluntary sterilization (through the Board of Eugenics).

DEPARTMENT OF INSTITUTIONS

ORGANIZATION CHART



DEPARTMENT OF INSTITUTIONS

MAJOR ACCOMPLISHMENTS

DEPARTMENT OF INSTITUTIONS

BEGAN COLLECTIONS UNDER TITLE XIX

Collections under Title XIX of Medicaid were begun in cooperation with the Department of Social and Rehabilitation Services. The Medicaid program did not become fully operational due to changes in Federal requirements, lack of a cost system and the inability to make facilities licensable.

REALLOCATED CONSTRUCTION FUNDS

Allocated construction funds were reassigned to provide for the remodeling at the Center for the Aged to upgrade fire safety conditions to comply with Medicare and Medicaid requirements. This action made the center eligible for reimbursement of care and maintenance services.

PLACED RESIDENTS IN COMMUNITY PROGRAMS

One hundred sixteen residents from Boulder River School and Hospital were placed in community programs.

NEGOTIATED UNION CONTRACTS

Negotiated with eleven unions or associations and completed sixteen contracts achieving a good deal of standardization and desirable revision. Reduced the number of negotiating sessions and contract documents through consolidation and standardization.

PERMITTED REHABILITATION OF FELONS AT SWAN RIVER YOUTH FOREST CAMP

The scope of Swan River Youth Forest Camp was broadened by permitting the rehabilitation of felons through age twenty-five.

DEVELOPED A VOLUNTEER PROGRAM

A volunteer program was developed to assist in supervising persons released from institutions to community programs. Large community caseloads necessitated the development of other supervisory resources. Nineteen volunteers were trained for the program and one was awarded a certificate by Governor Anderson for volunteering 175 hours of service.

REDUCED FOOD COSTS

Food costs at the various institutions were reduced on the average of two cents per meal yet an improved nutritional program continued. This cost reduction is partially attributable to the reduction in food inventories and establishment of better procurement and issuing procedures.

CONTRACTED WITH THE DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

A contract was negotiated with the Department of Social and Rehabilitation Services for Title 45 Federal grant monies. These funds made possible the expansion of the community service program at Boulder River School and Hospital.

DEPARTMENT OF INSTITUTIONS

DEDICATED CONSTRUCTION PROJECTS

Six new cottages were dedicated at Boulder River School and Hospital. The hospital annex building at Warm Springs State Hospital and a vocational center at Pine Hills School were completed and dedicated as well.

RECOVERED DEFICIT

An \$120,000 deficit in the personal services budget at Warm Springs State Hospital was overcome by implementing strict management controls.

WRITING EMPLOYEE HANDBOOK

An employee handbook summarizing applicable statutory provisions and personnel policies was written and will be distributed within the 1972 calendar year.

IMPROVED RANCH OPERATION ACCOUNTING PROCEDURES

Operational procedures were developed and implemented to better account for the ranch operations at Montana State Prison and Pine Hills School. This new enterprise accounting system provides a better method of reporting and makes an analysis of the operations possible.

BOARD OF EUGENICS

INTERVIEWED AND APPROVED APPLICANTS

All applicants referred to the Board were interviewed. Twenty-seven cases were presented, twenty-three approved and four withdrawn.

BOARD OF PARDONS

ESTABLISHED A REVOLVING FUND FOR SMALL LOANS

A revolving fund was established for small interest-free loans to needy parolee's and probationers.

CONTINUED FEMALE OFFICER PROGRAM

The two female parole and probation officers were retained to supervise the female offenders.

ADVANCED PAROLE HEARING DATES

The parole hearings were advanced to two months prior to the parolees eligibility date as provided by law. This change made the inmate more aware of the status of his case, thus relieving his anxieties and giving involved parties more time to properly plan the parole.

INITIATED PILOT VOLUNTEER PROJECT

A one-year pilot program testing the feasibility of using volunteers in parole and probation supervision was initiated within District No. 11 at Bozeman, Montana, with plans for further statewide expansion if the project proves successful.

DEPARTMENT OF INSTITUTIONS

INITIATED A STATISTICAL RESEARCH PROJECT

Hired a research coordinator to follow a strategy of search, study and evaluation to provide usable statistics and data that will determine future projected activities and/or agency programs and goals.

BOULDER RIVER SCHOOL AND HOSPITAL

REORGANIZED INTERNAL FUNCTIONS

The functions of Boulder River School and Hospital were reorganized utilizing a unit concept. This concept provides seven autonomous units for patient care making each unit fully responsible for its patients. Initial efforts were made in establishing cost accounting records by responsibility units. With the advent of the Statewide Budgeting and Accounting System, a better cost accounting system is anticipated.

CERTIFIED AS BEING ELIGIBLE FOR MEDICARE-MEDICAID

A major portion of the institution was certified as being eligible for Medicare-Medicaid (Titles XVIII and XIX).

COMPLETED CAPITAL CONSTRUCTION PROJECTS

Capital construction projects including six residential cottages, with 152 beds in total, were completed. A residential building was remodeled to permit Medicaid certification, another residential building was converted to a central warehouse and the hospital building was remodeled to meet certification standards. In addition, three condemned buildings were demolished and two buildings re-roofed.

ESTABLISHED A SUMMER CAMP

A sixty acre summer camp was established on the Little Boulder River in cooperation with the Bureau of Land Management. The camp was used for day and overnight camping for many of the patients and by mentally retarded groups from several Montana communities.

CENTER FOR THE AGED

INSTALLED AN EMERGENCY POWER PLANT

An emergency power plant was installed. This plant is capable of operating approximately one half of the electrical power system.

HIRED ADDITIONAL STAFF

A consulting pharmacist and custodial worker were added to the staff. A psychiatric aid was employed through the emergency employment program.

FORMULATED A FIRE SPRINKLER AND SMOKE DETECTION SYSTEM

A plan was formulated and developed for a fire sprinkler and smoke detection system for the entire facility to meet the requirements of the Department of Health and the State Fire Marshal.

DEPARTMENT OF INSTITUTIONS

INCREASED RECREATIONAL ACTIVITIES

Pool tables, picnic tables, lawn chairs and assignment of a twelve passenger tour bus were added to patient recreational activities.

ADOPTED THE STATEWIDE BUDGETING AND ACCOUNTING SYSTEM

The Statewide Budgeting and Accounting System was partially implemented July 1, 1971 and will be fully implemented by July 1, 1972.

MONTANA CHILDREN'S CENTER

BEGAN A VOCATIONAL EDUCATION PROGRAM

An Exemplary Cooperative Vocational Education Program for the elementary and secondary students, made possible through a \$75,000 grant, was initiated. The program provides a wide range curriculum to develop students' interests in vocational education opportunities.

REVERTED \$36,166 TO THE GENERAL FUND

Reversions to the General Fund totalling \$36,166 were achieved by not replacing two retiring elementary teachers, not hiring a psychologist and closing several cottages during the summer months and Christmas vacation.

GRADUATED FORTY-EIGHT STUDENTS FROM THE EIGHTH GRADE

Graduated forty-eight students from the eighth grade and over 50% of these students received remedial help. Of this 50%, most would not have graduated without this program. Discipline problems were minimal and students tested well. Some of these eighth grade students were actually doing fifth and sixth grade work upon admission and through the ungraded and remedial forms of instruction, many were able to reach near the eighth grade level.

INCREASED SUMMER PLACEMENT PROGRAM

Increased the number of summer placements from ten to fifteen. This made available more constructive, money-making opportunities for resident students who were unable to leave the Institution for placement during the summer.

DEVELOPED AN INDIVIDUAL LIVING PROGRAM

An individual living concept was developed by utilizing the upper story rooms of Meadowlark Cottage for older girls. This change lowered the population in the three other cottages and placed more responsibility on the girls in individual living.

EASTMONT TRAINING CENTER

INITIATED THE FOSTER GRANDPARENT PROGRAM

A foster grandparent program made available through the Federal program, ACTION, was initiated. Twelve persons over the age of sixty are now employed part time at the Center.

DEPARTMENT OF INSTITUTIONS

DEVELOPED A STUDENT OBSERVATION PROGRAM

Mandatory observation days for parents of students attending the Center were started, promoting a better understanding of the training program. Observation of new students by staff, for a week or longer, enabled the staff to determine whether the child could benefit from the services at the Center. Recommendations were made for action by parents and community personnel.

INCREASED STAFF EDUCATION AND IN-SERVICE TRAINING

Staff education and in-service training programs were offered including behavior modification in-service training sessions. In addition, a staff library was developed, an employee handbook published and numerous conventions, meetings and workshops attended.

PARTICIPATED IN THE SPECIAL OLYMPICS

The Center and local public schools' special education students were sent to the Montana Olympics in Great Falls by the Glendive Association for Retarded Children. One student was selected to attend the National Olympics in Los Angeles.

IMPROVED THE CENTER'S APPEARANCE

A continued effort was made to improve the Center's appearance and operate a good preventive maintenance program. The landscaping of the Center is almost completed. The community donated \$3,000 to construct a gross motor development and multi-purpose court.

ESTABLISHED A NEW MEDICAL RECORDS SYSTEM

The medical records are now listed under the child's name and social security number, and are being maintained in the same form as are records at Boulder River School and Hospital. Medical family trees are obtained on children attending the Center to assist Boulder River School and Hospital in research and prevention of mental retardation.

GALEN STATE HOSPITAL

OBTAINED ADDITIONAL PHYSICIAN SERVICES

The services of an additional, fully-trained, licensed physician were obtained which brought the medical staff up to full-strength.

HANDLED INCREASED PATIENT LOAD

Toward the end of the fiscal year, the patient load increased and, from all indications, it will continue to do so. The increase was due, in part, to an increase in new active tuberculosis cases (which indicates this disease continues to be a problem) and because of treatment failure in some persons having drug treatment in the past twenty years.

INSTITUTED USE OF NEW DRUG RIFAMPIN

The new drug Rifampin was added to older drugs where patients could not tolerate an older drug, or were no longer responsive. The use of this drug, along with another fairly new drug, Myambutol, assured uninterrupted treatment of tuberculosis patients.

DEPARTMENT OF INSTITUTIONS

INSTITUTED IN-SERVICE TRAINING PROGRAM

An in-service training program was instituted in the Nursing Department. This program kept personnel abreast of all new developments, assuring better patient care.

MOUNTAIN VIEW SCHOOL

REDUCED RECIDIVIST RATE

The recidivist rate was reduced to 10.2% as compared with 11.4% for the previous year.

IMPROVED INDIVIDUALIZED CARE

The individualized care of each child continued to be improved. Accountability continued to be emphasized rather than security as demonstrated by the open cottage door policy. Psychological evaluations and individual and group counseling were emphasized as well.

IMPROVED EDUCATION PROGRAM

The continuous progress system of teaching was expanded by reducing class size through the utilization of student teachers and volunteers. This system stresses individualized instruction, student-paced achievement and immediate goal reinforcement.

PINE HILLS SCHOOL

IMPROVED CARE AND CUSTODY SERVICES

The care and custody services were improved by maintaining an atmosphere conducive to behavior modification. Additional contributing factors were low staff turnover, more students involved in group therapy, greater involvement of parents in the family therapy program and continued refinement of treatment in the discipline lodge.

IMPROVED EDUCATION AND TRAINING

Education and training programs were improved through individualized classes, better scheduling of student programs, better use of test results and more rounded recreational programs. The improved programs were evidenced by more students furthering their education on the university level or in vocational training schools.

DEMOLISHED HIGH SCHOOL BUILDING

The old high school building was torn down by staff and students, salvaging thousands of board feet of lumber. It was possible to transfer 5,000 board feet to the Swan River Youth Forest Camp while providing sufficient lumber to carry out maintenance projects at the School for a number of years. A savings of \$15,000 would be a conservative estimate.

MAINTAINED FARM PRODUCTION

The farm operation produced enough beef and other staples for both the School and Eastmont Training Center. This operation afforded many boys the opportunity to learn work skills and to operate farm equipment.

DEPARTMENT OF INSTITUTIONS

MONTANA STATE PRISON

CONTINUED IMPROVEMENT OF COUNSELING AND THERAPY

Improvement of counseling and therapy programs continued. The utilization of bi-monthly and weekly meetings for all treatment personnel to discuss problem cases, and supervisory programs pertaining to methods, standards, practices and evaluation of treatment programs, provided increased professionalism among the treatment staff.

CONTINUED INDIAN PRE-PAROLE OFFICER/COUNSELOR

The services provided by the Indian Pre-Parole Officer/Counselor were continued obtaining a greater rapport with the Indian minority group and assisting in the placement of Indian inmates in vocational and educational programs and in job opportunities.

DEVELOPED NEW TEACHING TECHNIQUE

Developed a new teaching technique which employs maximum use of audio-visual training aids and promotes maximum learning potential with a limited staff and greater intellectual growth for all participating offenders.

CONTINUED MANPOWER DEVELOPMENT AND TRAINING PROJECT

The Manpower Development and Training project was continued affording intensive skill training in the areas of automotive mechanics, culinary arts and meat processing. Vocational counseling, job development and field counseling were essential to the success of this project. Most of the trainees released exhibited more job stability, better social adjustment and a better family relationship.

CONTINUED EDUCATION PROGRAM FOR PERSONNEL

The Post-secondary Education Program for the correctional force was continued. The program provides a two-year certificate in the Field of Corrections and the transfer of the credits to a higher degree program. During the fiscal year an average of eighty employees participated in the program. Other educational opportunities offered to Prison personnel were: in-service training, veteran's on-the-job training and middle management seminars.

IMPROVED RANCH OPERATIONS

The beef breeding herd was increased in anticipation of a feed lot operation and an additional 500 acres of cropland was seeded for 1973 hay production.

SWAN RIVER YOUTH FOREST CAMP

BEGAN RECEIVING DIRECT COMMITMENTS

Direct commitments (court system committed juveniles) are comprising a greater percentage of the Camp's population.

PLANNED NEW BUILDING

A new vehicle and maintenance building was designed. The future plans for the building include resident work experience.

DEPARTMENT OF INSTITUTIONS

SOLD CLOTHES TO RESIDENTS

Increased resident's pay to facilitate the selling of clothing to residents which resulted in the residents taking better care of their clothing and encouraged financial responsibility.

MAINTAINED LOW RECIDIVISM RATE

The recidivism rate continued to hold steady at a low 12%.

MONTANA VETERANS' HOME

PROMOTED MORALE OF RESIDENTS AND EMPLOYEES

The morale of the employees and residents was promoted by establishing lines of communication with the administrator and scheduling meetings to openly discuss problems. Efforts have continued to provide a pleasant atmosphere for residents and to maintain a good relationship with the community.

COMPLETED FINAL PLANNING FOR NURSING HOME CONSTRUCTION

Completed final planning for a new wing to be constructed to house the nursing home facilities.

WARM SPRINGS STATE HOSPITAL

CONTINUED DEVELOPING A STATEWIDE COMPREHENSIVE MENTAL HEALTH PROGRAM

A statewide comprehensive mental health program was expanded and implemented. The program divides the State into five regions utilizing Federal, State and local funding to provide mental health services.

IMPROVED HOSPITAL SERVICES

Hospital services were improved by offering in-service training for the staff, licensed administration of all medications and increased psychiatric services.

IMPROVED FOOD DISTRIBUTION

The distribution of food to patients not able to use the central dining facilities was improved.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF INSTITUTIONS	<u>1971-72 FY</u>
Aftercare Program	\$ 272,812
Board Program	3,707
Department Operations Program	125,624
Emergency Employment Program	138,149
Reimbursement Program.....	<u>99,714</u>
SUB TOTAL	\$ <u>640,006</u>

DEPARTMENT OF INSTITUTIONS

1971-72 FY

BOARD OF EUGENICS

Administration Program	\$ 733
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BOARD OF PARDONS

Adult Probation and Parole Program.....	\$ 259,418
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BOULDER RIVER SCHOOL AND HOSPITAL

Administration Program	\$ 213,685
Canteen Program.....	20,213
Clinical Services Program	666,252
Developmental Disability Determination Program.....	94,517
Education and Training Program	238,581
General Services Program	1,245,324
Nursing Services Program	1,661,659
Public Services Career Program	<u>108,678</u>
SUB TOTAL	\$ 4,248,909

CENTER FOR THE AGED

Administration Program	\$ 48,585
Care and Treatment Program.....	111,503
General Services and Physical Plant Program	<u>135,958</u>
SUB TOTAL	\$ 296,046

MONTANA CHILDREN'S CENTER

Administration Program	\$ 45,626
Counseling and Guidance Program.....	318,485
Education Program	91,624
General Services and Physical Plant Program	<u>297,492</u>
SUB TOTAL	\$ 753,227

EASTMONT TRAINING CENTER

Administration Program	\$ 26,974
Care and Custody Program.....	67,906
Education and Rehabilitation Program.....	70,540
General Services and Physical Plant Program	<u>30,021</u>
SUB TOTAL	\$ 195,441

GALEN STATE HOSPITAL

Administration Program	\$ 112,416
Care and Treatment Program.....	909,756
General Services and Physical Plant Program	<u>887,955</u>
SUB TOTAL	\$ 1,910,127

MOUNTAIN VIEW SCHOOL

Administration Program	\$ 62,619
Care and Custody Program.....	222,682
Education and Training Program	94,698
General Services and Physical Plant Program	<u>132,906</u>
SUB TOTAL	\$ 512,905

DEPARTMENT OF INSTITUTIONS

1971-72 FY

PINE HILLS SCHOOL

Administration Program	\$ 92,860
Care and Custody Program	312,134
Clinical Services Program	140,219
Education and Training Program	281,721
Farm Program	46,800
General Services and Physical Plant Program	<u>323,839</u>
SUB TOTAL	\$ 1,197,573

MONTANA STATE PRISON

Administration Program	\$ 147,742
Bureau of Identification Program	25,746
Care and Custody Program	1,404,637
Education Program	49,841
General Services Program	585,565
Manpower Development and Training Program	61,910
Plate Manufacturing Program	502,628
Ranch and Dairy Program	<u>391,237</u>
SUB TOTAL	\$ 3,169,306

SWAN RIVER YOUTH FOREST CAMP

Administration Program	\$ 49,873
Counseling and Supervision Program	100,520
Education and Training Program	38,653
General Services Program	<u>68,981</u>
SUB TOTAL	\$ 258,027

MONTANA VETERANS' HOME

Administration Program	\$ 31,740
Care and Services Program	<u>192,833</u>
SUB TOTAL	\$ 224,573

WARM SPRINGS STATE HOSPITAL

Administration Program	\$ 286,268
Alcoholic Treatment Program	118,171
Canteen and Recreation Hall Program	130,312
Care and Treatment Program	3,855,777
Commissary Program	11,399
Community Mental Health Services Program	968,691
Education of Handicapped Children Program	12,592
General Services and Physical Plant Program	1,900,689
Licensed Practical Nurses Training Program	<u>27,990</u>
SUB TOTAL	\$ 7,311,889
TOTAL	<u>\$ 20,978,180</u>

DEPARTMENT OF INSTITUTIONS**AFTERCARE PROGRAM****● GOAL**

Provide maximum community programs for aftercare placement of dependent and neglected children, the mentally retarded and the mentally ill.

● OBJECTIVES

Supervise, counsel and make living arrangements for individuals released from State juvenile institutions, the Boulder River School and Hospital and selected cases from the Warm Springs State Hospital.

Reduce the recidivism rate of juvenile delinquents.

BOARD PROGRAM**● GOAL**

Provide advisory counsel to the Director and function as an impartial quasi-judicial body in matters of grievance.

● OBJECTIVES

Provide expertise and guidance to the Director in an advisory capacity.

Represent the Department in the community and bring to the Department the concerns and unmet needs of the community.

Engage in action on broad social issues and problems affecting actual and potential residents of institutions.

DEPARTMENT OPERATIONS PROGRAM**● GOAL**

Coordinate the Department's efforts and provide policy to institutions in the areas of administration, personnel, fiscal management and dietary services.

● OBJECTIVES

Establish policies that will coordinate and utilize funds and personnel in the most efficient manner.

Provide ongoing assistance for the development of better fiscal and management practices.

Act as a liaison between institutions in the provision of better treatment through such factors as referral and transfer.

Coordinate planning for facility construction and capital equipment purchases.

Increase production at the prison ranch by implementing better planning and management practices.

DEPARTMENT OF INSTITUTIONS

Develop realistic budgets representative of institutional needs.

Improve the efficiency of food service operations through better management practices and an ongoing in-service training program.

Expand use of the Statewide Budgeting and Accounting System in institutions to maximum efficiency.

EMERGENCY EMPLOYMENT PROGRAM

● GOAL

Provide for transitional public service employment which serves as an economic stabilizer both to ease the impact of unemployment for the affected individuals and to reduce the pressures which tend to generate further unemployment.

● OBJECTIVES

Provide employment to qualifying persons in job areas which will lead to employment or training not supported under the Emergency Employment Act.

REIMBURSEMENT PROGRAM

● GOAL

Research and develop all sources of entitlements that are available to the patient in order to return to the State's General Fund the maximum amount of revenue for care and maintenance of patients.

● OBJECTIVES

Realign and train personnel to generate the most positive results within the limited time and budget available.

Promote cooperation and coordination of interrelated programs and agencies including Medicare, Medicaid, Veterans Administration, Social Security Administration, Social and Rehabilitation Services and the Public Health Service, in order to facilitate Federal entitlements with greater speed and accuracy.

Upgrade and systematize all of the operations of reimbursement including procedures of investigation, cost reporting, charge and fee methods, standardized collection methods and field operations.

BOARD OF EUGENICS

ADMINISTRATION PROGRAM

● GOAL

Provide a means whereby persons, whose sterilization would benefit themselves and society, may voluntarily consent to sterilization.

DEPARTMENT OF INSTITUTIONS

● OBJECTIVES

Determine whether the applicant is capable of understanding and, in fact, does understand the nature and consequences of sterilization.

BOARD OF PARDONS

ADULT PROBATION AND PAROLE PROGRAM

● GOAL

Provide probation and parole privileges to qualified convicted adult offenders incarcerated in Montana correctional institutions by conforming with State statutes, constitutional provisions and court decisions.

● OBJECTIVES

Protect society from its offenders and resocialize the offender without dichotomy, if feasible, allowing for the earliest possible return into the mainstream of society at the community level.

Provide fair and just treatment for all, regardless of ethnological origin, religious beliefs or lack thereof.

Bring the criminal justice operating agencies and the research and development community together.

Identify and discuss the significant current research developments in the field of crime prevention and deterrence.

Explore technology transfer techniques with a view to insuring the optimum use of research and experience to date.

BOULDER RIVER SCHOOL AND HOSPITAL

ADMINISTRATION PROGRAM

● GOAL

Effectively coordinate and manage all programs and resources of the School and Hospital for the benefit of the resident population.

● OBJECTIVES

Efficiently expend legislative appropriations and other income resources to the best advantage of the retarded people of the State.

Maintain, in the highest level possible, those services in support of the various clinical programs of the School and Hospital.

Provide an environment conducive to the habitation of the resident population.

CANTEEN PROGRAM

● GOAL

Provide residents the opportunity to handle money, manage financial affairs and provide a place for enjoyment and relaxation.

DEPARTMENT OF INSTITUTIONS

● OBJECTIVES

Provide soft drinks, candy, gum and various sundries to the residents on a cost basis.

CLINICAL SERVICES PROGRAM

● GOAL

Provide a program of service that will prevent the occurrence of illness among patients, cure patients who do become ill; permit the retarded person to fully participate in other programs, effectively diagnose and evaluate retarded persons; and reduce the incidence of mental retardation.

● OBJECTIVES

Develop a cadre of service personnel and a building facility, plant and grounds, which will be licensable by State authorities and certifiable by national authorities and meet accreditation standards.

DEVELOPMENT DISABILITY DETERMINATION PROGRAM

● GOAL

Provide the community services necessary to fill the gaps in existing services for the mentally retarded.

● OBJECTIVES

Provide early recognition and diagnosis of mental retardation. Expand the number and scope of community services provided including continuous care and protective care services.

Educate the public on the intent of the community service plan and normalization to stimulate local interest and financial support to replace Federal funding.

Provide an effective utilization of generic services.

Promote inter-agency cooperation in providing community services for the mentally retarded.

EDUCATION AND TRAINING PROGRAM

● GOAL

Provide a broad spectrum of educational and training activities, not offered by local communities, to keep the retarded individual abreast educationally and to meet the future vocational needs of the person.

● OBJECTIVES

Provide education and training activities to meet the individual needs of each resident.

Provide in-service training to employees.

GENERAL SERVICES PROGRAM

● GOAL

Preserve the capital investment the State has made at the School and provide the physical means by which other patient directed services can be best delivered.

DEPARTMENT OF INSTITUTIONS

● OBJECTIVES

Provide for the efficient and effective use of all facilities.

Continually maintain facilities and grounds and maintain proper inventory control.

Provide efficient food purchasing and serve nutritious, well balanced meals.

NURSING SERVICES PROGRAM

● GOAL

Teach self-care skills and habits, communication skills, ambulation and socialization to aid the retarded person in daily living.

● OBJECTIVES

Create an environment in which each resident is happy and retains his or her human dignity.

Develop a unit system of management to meet each resident's special needs.

Achieve a specialized level of competence among nursing personnel.

PUBLIC SERVICES CAREER PROGRAM

● GOAL

Provide career employment opportunities for disadvantaged persons.

● OBJECTIVES

Provide a job structure for advancement of the disadvantaged.

CENTER FOR THE AGED

ADMINISTRATION PROGRAM

● GOAL

Coordinate all programs and resources for the maximum benefit of the resident population.

● OBJECTIVES

Provide effective operational and fiscal control procedures for the Center.

CARE AND TREATMENT PROGRAM

● GOAL

Provide the highest level of care and treatment service for patients.

● OBJECTIVES

Educate and motivate staff and personnel to improve patient care.

Increase social services by hiring an additional social service worker.

Improve medical records by recruiting a medical records librarian.

DEPARTMENT OF INSTITUTIONS

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

●GOAL

Provide quality maintenance and make necessary improvements to the facilities and grounds.

● OBJECTIVES

Complete the building modification and installation of a fire sprinkler and smoke detection system.

Install room dividers to provide needed privacy for the patients.

MONTANA CHILDRENS' CENTER

ADMINISTRATION PROGRAM

●GOAL

Effectively discharge all administrative duties of the Center and establish workable relationships with the public and other State agencies.

● OBJECTIVES

Fully utilize the Statewide Budgeting and Accounting System to provide needed financial reports.

Maintain internal personnel records including accumulated vacation, sick leave and holidays.

COUNSELING AND GUIDANCE PROGRAM

●GOAL

Develop an atmosphere in the cottages that stimulates good mental and physical health and provides the day to day needs of the children.

● OBJECTIVES

Reduce the number of children per cottage to promote rehabilitation rather than custody.

Provide the opportunity for houseparents to know and develop interest in the children.

Utilize recreation facilities to develop children physically.

Develop good mental attitudes about the opposite sex by doing constructive activities together.

Successfully return the children to the community in their parents' home, foster homes, group homes or other available resources in the community.

EDUCATION PROGRAM

●GOAL

Provide a program conducive to educational growth; to meet the needs of every student, educationally, physically and socially; mold capable citizens and equip them with the knowledge and understanding for adjusting to normal life.

DEPARTMENT OF INSTITUTIONS

● OBJECTIVES

Continue the successful ungraded system in the grade school.

Continue to provide Remedial Math, Reading and Guidance Counseling Programs to students deficient in academic areas or having social and behavioral problems.

Continue to maintain a good working relationship with the Twin Bridges High School faculty.

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

● GOAL

Effectively maintain the physical plant and provide general services to the Center. Provide the best facilities possible to meet the needs of the children.

● OBJECTIVES

Perform normal day to day maintenance. Plan, prepare and serve food recognizing that food has nutritional, social, educational and therapeutic values.

Meet all standards prescribed by the Department of Health, the State Fire Marshal and the Workmen's Compensation Division.

EASTMONT TRAINING CENTER

ADMINISTRATION PROGRAM

● GOAL

Provide effective fiscal management, coordination of programs, day to day administration and cooperation with other agencies and the general public for effective operation of the Center.

● OBJECTIVES

Increase the administration staff's knowledge of fiscal management.

Keep the public informed through speeches, news media, workshops and tours.

CARE AND CUSTODY PROGRAM

● GOAL

Provide quality personal care for children in cottage life and provide training to develop acceptable social living skills in preparation for community life.

● OBJECTIVES

Increase staff knowledge in the field of mental retardation.

Provide the highest possible level of personal care.

Effectively utilize behavior modification techniques.

Provide training in acceptable social and daily living habits by requiring their usage at the Center.

Stress safety and independent living skills.

DEPARTMENT OF INSTITUTIONS

EDUCATION AND REHABILITATION PROGRAM

● GOAL

Increase each child's ability and knowledge to interact as productive members of society.

● OBJECTIVES

Improve coordination and perception through the use of a gross motor development area.

Ensure that children learn and practice academics, speech, physical education-recreation, home living and social awareness skills.

Utilize volunteers to assist in public education and program execution.

Maintain progress records to provide adequate and timely information.

Make home visits to ensure that student programs are being followed and to provide parental counseling.

Involve each child, with a behavioral problem or requiring increased knowledge, in a behavior modification program.

Provide staff in-service training and counseling in behavior modification.

Provide a current psychological test on each child enrolled.

Provide an effective speech therapy and language development program to establish language skills.

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

● GOAL

Maintain an adequate food supply, an efficient inventory control system and the optimum inventory of equipment and material. Maintain the grounds, buildings and equipment in an efficient manner.

● OBJECTIVES

Serve well balanced meals at the lowest possible cost.

Maintain records of equipment and supplies.

GALEN STATE HOSPITAL

ADMINISTRATION PROGRAM

● GOAL

Effectively utilize all personnel and financial resources in an effort to return patients to society in a timely manner.

● OBJECTIVES

Coordinate the activities of all programs and provide effective administration of day to day operations including proper fiscal control, personnel management and general supervision of the Hospital.

DEPARTMENT OF INSTITUTIONS

CARE AND TREATMENT PROGRAM

● GOAL

Provide the necessary care and medical treatment to restore patients' health.

● OBJECTIVES

Effectively administer all medical treatment.

Re-educate the citizens about the true public health aspects of chest disease.

Provide comfortable, pleasant patient care and continually emphasize patient rehabilitation.

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

● GOAL

Provide effective management of: food service, laundry facilities, heat and power facilities and property.

● OBJECTIVES

Effectively utilize existing facilities by providing a continuing maintenance program, proper inventory control and efficient use of staff members.

Provide well-balanced, nutritious meals for patients.

MOUNTAIN VIEW SCHOOL

ADMINISTRATION PROGRAM

● GOAL

Provide the required level of service for each child as efficiently as possible.

● OBJECTIVES

Efficiently utilize each staff member in an effort to rehabilitate each of the Institution's wards. Recruit and retain qualified personnel with emphasis on in-service training programs and formal education.

CARE AND CUSTODY PROGRAM

● GOAL

Provide the required and necessary diagnosis, care, training and rehabilitation of each girl within the limits of available staff members and physical plant facilities.

● OBJECTIVES

Emphasize individual counseling.

Continue the open cottage door policy and expand the off-campus program.

Continue the trend of a reduced recidivist rate.

DEPARTMENT OF INSTITUTIONS

EDUCATION AND TRAINING PROGRAM

● GOAL

Provide the girls with basic skills and knowledge necessary to enable them to better find their place in society.

● OBJECTIVES

Provide each child with an academic and/or vocational curriculum which will allow her to develop within her abilities and return to the community to continue her education and/or find gainful employment based on her individual capabilities.

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

● GOAL

Provide effective overall management of the: physical plant, school grounds, utilities, fire protection, safety and security, heat and power, food service and equipment.

● OBJECTIVES

Maintain and repair buildings in an economical manner.

Prepare nutritious and economical meals.

Provide provisions for safety and security within available resources.

PINE HILLS SCHOOL

ADMINISTRATION PROGRAM

● GOAL

Provide efficient, effective fiscal controls and planning, recruit and train qualified staff members and coordinate all programs providing direction and an overall institution philosophy.

● OBJECTIVES

Provide good budgetary management through a continuing analysis of program expenditure activity.

Recruit and train competent personnel having the ability to develop behavioral modification and the innate potential of each student.

Account for and safeguard the individual property and monetary assets of each student.

Establish sound personnel practices and procedures which create an atmosphere conducive to rehabilitation.

CARE AND CUSTODY PROGRAM

● GOAL

Economically provide care and custody to residents in an atmosphere that is conducive to their rehabilitation so that they can return to society as responsible, productive individuals.

DEPARTMENT OF INSTITUTIONS

● OBJECTIVES

Provide suitable living quarters.

Impart healthful living habits and provide basic needs.

Provide religious instruction in the various denominations.

Provide a wide variety of cultural and recreational experiences, teaching students to use leisure time constructively.

Provide individual understanding and assistance to each boy through complete evaluation and personal counseling.

CLINICAL SERVICES PROGRAM

● GOAL

Formulate an individual treatment plan for each student to provide the experiences necessary to make release possible.

● OBJECTIVES

Develop a meaningful relationship with each student as a basis for behavior modification.

Involve the community and the individual's families in the rehabilitative program.

EDUCATION AND TRAINING PROGRAM

● GOAL

Provide each student an educational experience sufficient to acquire the skills necessary to adjust to society's standards.

● OBJECTIVES

Maintain a quality curriculum to meet the standards established by the Superintendent of Public Instruction.

Evaluate each student's academic background and establish a continuous progress program accordingly.

Institute individualized educational and pre-vocational programs that stimulate the student's desire to seek additional knowledge and training.

Provide each student with encouragement and support in his academic and vocational endeavor.

FARM PROGRAM

● GOAL

Provide students with farm and dairy work experience while making the farm self-supporting to reduce the cost of feeding and rehabilitating the students.

● OBJECTIVES

Utilize efficient farming techniques for maximum production of food items.

DEPARTMENT OF INSTITUTIONS

Provide the students with work experience in the care and use of farm equipment, planting and harvesting of crops, dairy management, beef production and meat processing.

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

● GOAL

Provide maximum use of buildings and equipment through effective maintenance; serve nourishing meals; and provide opportunities for on-the-job vocational experiences.

● OBJECTIVES

Provide day to day preventive maintenance of buildings, vehicles and equipment.

Utilize the services of the Department of Institutions to operate more efficiently.

Utilize the maintenance program as a vocational training, work experience for the students.

Continue using the "work order" system to better utilize the time and abilities of the maintenance staff.

MONTANA STATE PRISON

ADMINISTRATION PROGRAM

● GOAL

Provide effective administration of the Prison by coordinating all programs, maintaining accurate fiscal records and properly utilizing the staff.

● OBJECTIVES

Continue to upgrade the accounting function to more easily interface with the Statewide Budgeting and Accounting System.

Continue to improve and provide an organizational framework with defined chains of command, responsibility and accountability that allows for teamwork and flexibility.

Continue to improve personnel hiring procedures and related functions.

Upgrade the quality and educational background of employees particularly in the correctional field.

BUREAU OF IDENTIFICATION PROGRAM

● GOAL

Maintain permanent records of all inmates incarcerated in Montana State Prison and provide pertinent data to interested agencies in a timely manner.

● OBJECTIVES

Maintain a file system consisting of methods of operation, tattoos and other identifying characteristics.

Improve and increase exchange of information with all law enforcement agencies.

DEPARTMENT OF INSTITUTIONS

Strive to increase distribution of criminal publications and contributions from law enforcement agencies.

Improve record files by condensing all information on microfilm.

CARE AND CUSTODY PROGRAM

● GOAL

Provide protection for society by maintaining custody over those adult offenders committed to the institution.

Provide effective rehabilitation programs for the incarcerated felons that return productive, self-reliant individuals to the community.

● OBJECTIVES

Continue to prepare the inmate for his release to society through close and continuous study and evaluation.

Appropriately prescribe programming and guidance to meet individual needs.

Continue to provide care and treatment for inmates in a manner conducive to their spiritual, mental and physical well-being.

Continue to keep the public informed and cooperate with all allied agencies in matters of mutual concern.

EDUCATION PROGRAM

● GOAL

Provide meaningful educational experiences oriented to rehabilitation.

● OBJECTIVES

Continue the Adult Basic Education Program for inmates not having completed the primary or secondary education levels.

Continue to cooperate with the Department of Social and Rehabilitation Services, Rehabilitative Services Division, in their efforts to provide vocational training for the incarcerated.

Continue to develop the inmates' faculties so that they may be able to transfer from a confined and controlled environment to one of being supporting members of society.

GENERAL SERVICES PROGRAM

● GOAL

Maintain the physical plant (including utilities, services, and buildings) for the health, welfare, comfort and safekeeping of those incarcerated at the Prison.

Provide for the rehabilitation of the incarcerated by conducting apprenticeship-type training in the craft skills.

DEPARTMENT OF INSTITUTIONS

MANPOWER DEVELOPMENT AND TRAINING PROGRAM

● GOAL

Train convicted felons to be proficient in a trade. For example meat cutting, auto mechanics or culinary arts.

● OBJECTIVES

Upgrade the ability of the trainee, particularly to function in a work situation.

PLATE MANUFACTURING PROGRAM

● GOAL

Produce in accordance with the statutes, such license plates as may be required for all registered passenger vehicles, trucks, trailers, motorcycles and snowmobiles.

● OBJECTIVES

Produce the required number of plates at a minimum of cost and operate the plant in a safe and efficient manner.

RANCH AND DAIRY PROGRAM

● GOAL

Provide and deliver beef, pork, milk, other dairy products, and eggs, to the State institutions at Galen, Warm Springs, Twin Bridges, Boulder, Helena, Miles City, Columbia Falls, Swan River and Deer Lodge the year around.

● OBJECTIVES

Provide a well integrated plan for land utilization.

Achieve a balance of animal units in order to provide the beef needs for all institutions.

Maintain accurate and usable records of production and usage in all phases of the operation.

Constantly seek means of increasing production at a lower cost of man hours and capital outlay.

SWAN RIVER YOUTH FOREST CAMP

ADMINISTRATION PROGRAM

● GOAL

Provide overall direction of the Camp's programs and foster a continued relationship of cooperation with other State agencies.

● OBJECTIVES

Encourage more direct commitments of young men from the court system.

Develop guidelines for the commitment program to ensure uniformity and continuity between courts.

Continue to refine and implement treatment techniques.

DEPARTMENT OF INSTITUTIONS

Fully implement the Statewide Budgeting and Accounting System with the cooperation of the Department of Administration.

Continue the administration of effective fiscal controls and better management methods.

COUNSELING AND SUPERVISION PROGRAM

● GOAL

Promote the development and maturation of the Camp's young men to be happy, well-motivated, responsible individuals able to function independently in the community.

● OBJECTIVES

Develop and refine group living and individual and group counseling functions.

Continue to emphasize the importance of treating each young man as a person throughout the treatment program.

Continue to promote a positive relationship among the residents and staff.

Provide sound planning for a treatment program geared for the timely release and placement of the individual.

Provide adequate medical and dental care in cooperation with the Department of Social and Rehabilitation Services, Rehabilitative Services Division.

EDUCATION AND TRAINING PROGRAM

● GOAL

Develop individualized training and educational plans for each young man based upon aptitude, ability, interest and the predicted environment after release.

● OBJECTIVES

Determine interests and ability through objective testing and subjective evaluation.

Motivate individuals to achieve their potential abilities.

Provide guidance to individuals leading them to occupations and learning opportunities in which they are likely to succeed.

Provide self-help opportunities to each camp resident.

Encourage further education and training for residents after release.

Refine and reinforce the job sampling program.

GENERAL SERVICES PROGRAM

● GOAL

Maintain a well organized, sanitary physical plant. Maintain inventory control to aid in the efficient operation of the Camp and assist with the rehabilitation programs.

DEPARTMENT OF INSTITUTIONS

● OBJECTIVES

Continue a preventive maintenance schedule.

Complete the systematic painting schedule.

Utilize fuel and oil storage capabilities and continue vehicle maintenance to reduce operation costs.

Serve wholesome, nutritious meals at the lowest cost possible.

Sell clothing to residents as authorized by legislative action.

Maintain a record system of maintenance and repairs including time and man hours.

MONTANA VETERANS' HOME

ADMINISTRATION PROGRAM

● GOAL

Insure that the Home is operated in an efficient, economical manner with primary emphasis placed on the welfare of the residents. Provide effective administrative and fiscal controls.

● OBJECTIVES

Maintain adequate records relating to admittance and care of members in accordance with Federal and State government.

Promote a pleasant atmosphere among employees, residents and the general public.

CARE AND SERVICES PROGRAM

● GOAL

Provide meals, laundry and facility maintenance to make the Home as comfortable and effective as practicable.

● OBJECTIVES

Provide nourishing and attractive food, weekly laundry service, and bi-weekly medical attention when required; provide recreation, crafts and hobbies; furnish transportation for short trips and sight-seeing tours; keep the property and equipment of the Home in good repair and allow for the best possible life expectancy of all materials and property under its jurisdiction; and beautify and improve the facility wherever possible.

WARM SPRINGS STATE HOSPITAL

ADMINISTRATION PROGRAM

● GOAL

Provide comprehensive supervision and surveillance of all physical and operational functions including budgeting, accounting, purchasing, personnel security and maintenance of physical plant.

DEPARTMENT OF INSTITUTIONS

● OBJECTIVES

Provide effective inventory and procurement control through establishment of a property control office charged with maintenance and stringent control of all expendable and non-expendable properties.

ALCOHOLIC TREATMENT PROGRAM

● GOAL

Provide rehabilitative treatment for alcoholic patients for return to society and provide sufficient aftercare treatment to maintain the patient's confidence and self-respect.

● OBJECTIVES

Establish follow-up or aftercare treatment by training people working in the community directly with discharged patients, concentrating on education and counseling with patient and family.

CANTEEN AND RECREATION HALL PROGRAM

● GOAL

Encourage the early return of patients to society through basic therapeutic association with members of both sexes in a non-institutional setting.

● OBJECTIVES

Provide two areas in clean, modern, orderly settings for patients to obtain snacks, coffee and fountain services in company of relatives, visitors and other patients.

Provide sundry personal and seasonal items on a non-profit basis.

CARE AND TREATMENT PROGRAM

● GOAL

Provide care and treatment for people who are mentally ill and for geriatric patients and provide evaluation of mental conditions, upon request, involving criminal or other legal actions.

● OBJECTIVES

Effectively administer all psychiatric and medical treatment required by a patient and strive for the return of the patient to society.

Recruit special category psych-aides trained to cope with the growing number of forensic evaluation admissions and provide security and medical and psychiatric care for those individuals.

COMMISSARY PROGRAM

● GOAL

Offset the geographic dislocation from marketing centers for employees and their families.

● OBJECTIVES

Provide food stuffs including fresh meats, dairy products, bakery goods and produce to resident employees.

DEPARTMENT OF INSTITUTIONS

COMMUNITY MENTAL HEALTH SERVICES PROGRAM

● GOAL

Provide effective and economical out-patient mental health services for the benefit of those in need.

● OBJECTIVES

Provide for the establishment of five complete comprehensive health regions.

Provide for psychiatric treatment required by each patient as quickly as possible and as near as possible to the patient's home environment.

EDUCATION OF HANDICAPPED CHILDREN PROGRAM

● GOAL

Provide a substantially normal education program to handicapped children while under resident treatment.

● OBJECTIVES

Establish a clearly defined educational program to be implemented by specially trained teachers using modern methods including current texts, library books and publications, and audio and visual aids.

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

● GOAL

Provide complete and uninterrupted food, laundry, maintenance and fire protection services in order that the safety, treatment and well-being of patients are insured.

● OBJECTIVES

Efficiently use budget authorizations to improve all general services including the condition of the physical plant to comply with Medicare, Medicaid and other license standards.

LICENSED PRACTICAL NURSES TRAINING PROGRAM

● GOAL

Train and educate prospective and present employees in comprehensive practical nursing techniques.

● OBJECTIVES

Provide a continual group of qualified, licensed nursing personnel to meet the needs of Warm Springs State Hospital and other hospitals in the State.



DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

\$2,606,532

REVIEW OF REORGANIZATION

The Department of Intergovernmental Relations will be established under the authority of the Executive Reorganization Act of 1971, as of September 1, 1972.

The new Department, headed by a director, will assume the functions of the Department of Planning and Economic Development, the Economic Opportunity Office, the Highway Traffic Safety Board, the Aeronautics Commission and the Office of State Coordinator of Indian Affairs.

In addition, the functions of the State Examiner relating to political subdivisions will be transferred to the new Department.

The County Printing Commission will be renamed the Board of County Printing and transferred to the Department for administrative purposes only.

The Aeronautics Commission will be renamed the Board of Aeronautics and transferred to the Department for administrative purposes only. The Board of Aeronautics will retain the quasi-judicial and quasi-legislative functions and will act in an advisory capacity to the Department on matters pertaining to functions transferred to the Department.

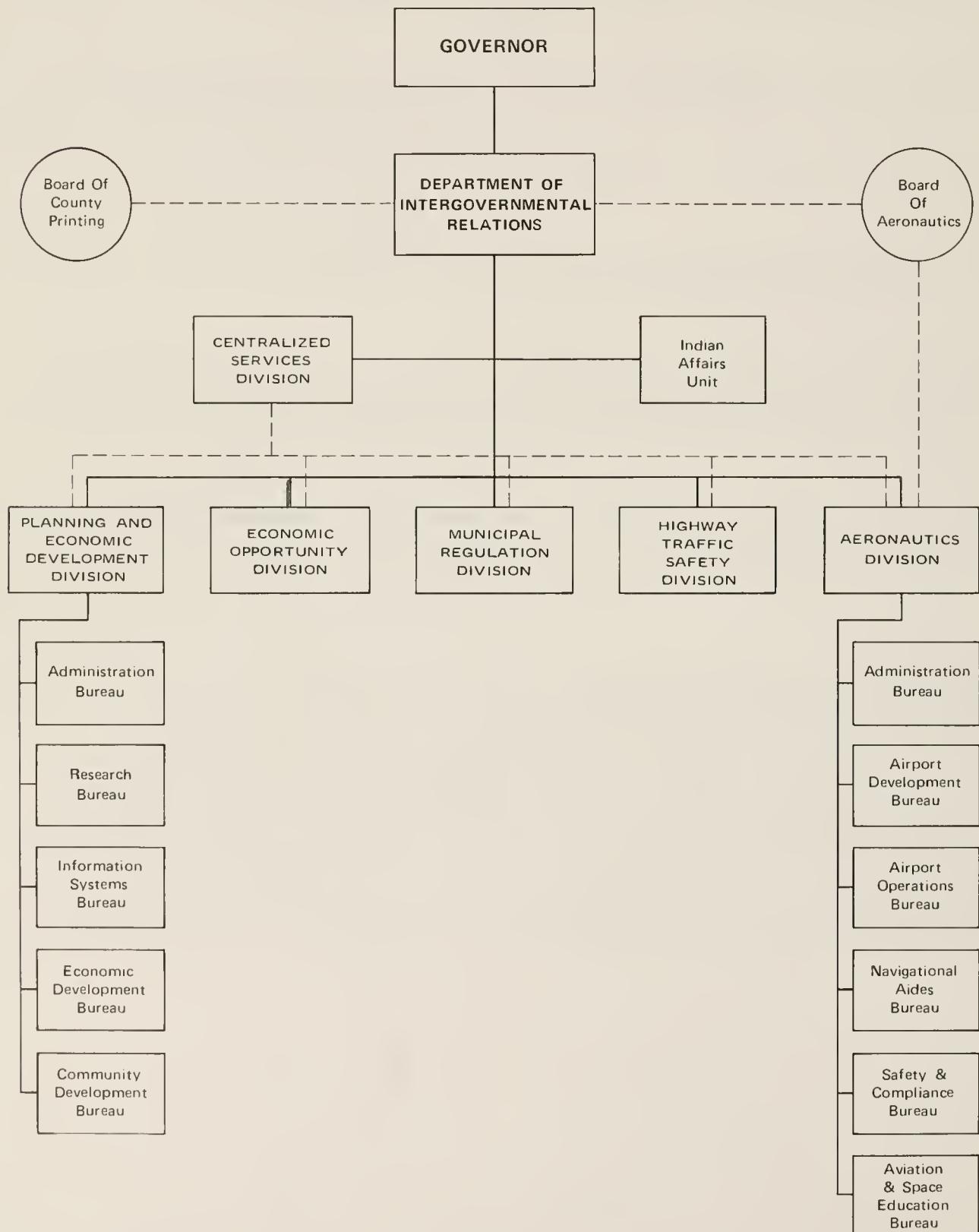
The Highway Traffic Safety Board and the Governor's Highway Traffic Safety Task Force, administratively created, will be abolished. The Department of Planning and Economic Development, the Planning and Development Commission and the State Office of Economic Opportunity will also be abolished.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Intergovernmental Relation's major responsibilities will include planning and economic development for the State focussed primarily at local units of government and their citizenry, planning and coordination of highway traffic safety, promotion and coordination of poverty programs in the State, coordination of programs directed at the Indian population, promotion and supervision of aeronautics, adoption of standards and price setting for all county printing and legal advertising and the supervision of accounting, budgeting and general fiscal control procedures of political subdivisions. In addition the Department will act as a liaison between Federal, State and local governments and receive and administer numerous Federal grant awards to local governments.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

ORGANIZATION CHART
(ANTICIPATED)



DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

MAJOR ACCOMPLISHMENTS

AERONAUTICS — ADMINISTRATION PROGRAM

IMPROVED FUNCTIONS

The various functions of the program were upgraded and improved with an overall reduction in costs.

FLEW 1295.5 HOURS ON STATE BUSINESS

The Commission's aircraft were flown on State business a total of 1295.5 hours without incident.

AERONAUTICS — AVIATION AND SPACE EDUCATION PROGRAM

CONDUCTED AN ACTIVE EDUCATIONAL PROGRAM

Two summer Aerospace Education Workshops were conducted for 35 educators and one flying classroom for 25 students. Fifteen solo flight award scholarships were awarded by the Commission. High school aviation courses were increased from 13 to 15.

AERONAUTICS — NAVIGATIONAL AIDS PROGRAM

COMPLETED PLANT AND EQUIPMENT IMPROVEMENTS

Completed major plant and equipment improvements on H Marker beacon stations at Wolf Point, Hamilton and Glendive. Public use instrument approach procedures were established on the non-directional radio beacons at Sidney, Wolf Point and Glendive.

IMPROVED UNICOMS

The air to ground communications radio stations (unicoms) serving the municipal airports at Browning and Sidney were relocated to enhance their efficiency. Equipment improvements were made on the unicom serving the Nine Quarter Circle Ranch Airport.

AERONAUTICS — SAFETY AND COMPLIANCE PROGRAM

INSPECTED AND APPROVED FLIGHT SCHOOLS

Twenty-six flight schools were inspected and approved by the Commission for the Veterans Administration. Each school was visited at least twice during the year.

AIRPORT DEVELOPMENT PROGRAM

PROVIDED TECHNICAL ASSISTANCE

Technical assistance was provided to 29 municipalities in establishing planning or construction projects. This assistance was instrumental in causing five communities to accomplish master

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

planning or project planning for future projects and seven municipalities to accomplish construction projects. Six of the seven construction projects utilized Federal funds under the 1970 Airport and Airways Act.

MADE GRANTS AND LOANS TO FIVE COMMUNITIES

Five communities received engineering grants to assist them in project planning. These communities then received construction loans from the Commission for projects presently in progress.

INITIATED AIRPORT DEVELOPMENT PLAN

The Montana Statewide Airport Development Plan was initiated and will define the State's aviation needs through the year 1990. The plan, presently underway, will be completed July, 1973.

AIRPORT OPERATIONS PROGRAM

UPGRADED THE FACILITIES AT SEVERAL AIRPORTS

The improvements to airport facilities included: The relocation of the tiedown area, parking area, and reconstruction of an access road at the Rock Creek (State-owned) airport located at Clinton, Montana; the preliminary work for an asphaltic concrete overlay on the State-owned airport at Lincoln; and the supplying of airport aids, such as runway markers and wind standards, at two Montana airports.

COMMUNITY DEVELOPMENT PROGRAM

CONTINUED COMPREHENSIVE COMMUNITY PLANS

Worked with 44 communities and 21 counties on comprehensive planning. Completed a comprehensive plan to assist decision making in the ABM impact area prior to stoppage of development but after \$4 million of Federal funding had been received and allocated for community development. The comprehensive study to help meet the impact of development in the Gallatin Canyon was completed to aid residents and local government.

CONTINUED CLEARINGHOUSE REVIEW

Functioning as the State clearinghouse, the division reviewed and commented on more than 320 Federally funded project proposals valued at about \$90 million, and issued a revised manual for submitting projects for clearinghouse review in January, 1972. In addition, environmental impact statements generated by Federal agencies were processed through the State clearinghouse.

BEGAN COMPREHENSIVE LAND-USE PLAN

A comprehensive land-use plan was started to determine appropriate responsibilities for various State agencies and coordinate land-use inventorying.

COMPLETED A PORTION OF TRANSPORTATION STUDY

The first phase of the National Transportation Study covering all transportation modes and containing long-range fiscal options and facility inventory was completed.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

ASSISTED IN MODEL CITIES COORDINATION

By a cooperative effort a Chief Executive Review and Comment Program and a State/city task force on planned variation was formulated. An inventory of State agency plans significant to Butte and Helena model cities programs was compiled.

ECONOMIC DEVELOPMENT PROGRAM

SPONSORED DEVELOPMENT TOUR

Sponsored a development tour to California with aid from the State Chamber of Commerce, which was led by the Governor. The team included thirty-six Montana businessmen who paid their own expenses.

AIDED STUDY

The study and development of a future mushroom production facility was aided in conjunction with the Center for Industrial Development.

CONTINUED COMMUNITY ASSISTANCE

Provided technical assistance to thirty-nine communities having local development programs.

ANALYZED LABOR AREAS

Sixteen major Montana labor areas were analyzed in cooperation with the Employment Security Division to provide interested firms with data relating to labor availability and costs.

ASSISTED NEW AND EXPANDING COMPANIES

In many instances assistance was provided to new and expanding companies resulting in new employment opportunities. Efforts also were made by many organizations and individuals in communities working directly with companies in the plant location process. Noteworthy developments include:

- Champion International's purchase of Anaconda Forest Products Division
- Development of Gregson Hot Springs
- Great Western Industries and B-F Wood Products located on the Blackfeet Indian Reservation
- Furthered the development of the Butte Inland Port

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

FOSTERED INVESTMENT INTEREST

Promotional/evaluation efforts were sponsored for visiting businessmen and more than 100 businesses with interest in Montana. Efforts by the Department and others should result in an additional 750 full-time positions and an additional 1,000 indirect positions.

ECONOMIC OPPORTUNITY PROGRAM

IMPROVED TECHNICAL ASSISTANCE

Substantially improved the quality and quantity of the technical assistance provided. Professional assistance is now offered in the following specialty fields: housing, management, day care, human resources, training and organizing.

RELEASED SELF-HELP MANUALS

Prepared and distributed self-help manuals for local organizations working in the following fields: local housing authorities, human resources, training resources and poverty indicators.

ALTERED EXISTING PROGRAMS

Acted to alter existing government programs to make them more responsive to the poor. The following programs were modified:

Housing — Organized and researched methods of updating the Montana Housing Authorities Law.

Community Action — Developed more effective management and training systems.

Education — Eliminated certain requirements. Also established off-campus classes, work and life experience credits and public kindergartens.

Local Governments — Assisted in the development of human resource systems.

Social and Rehabilitative Services — Assisted in the development of volunteer services programs and a probation officer internship program.

ORGANIZED GROUPS TO ELIMINATE POVERTY

Organized groups to work toward eliminating poverty problems at the State and local levels. These groups include low-income self-help organizations, a human resources committee, and a statewide training management organization system.

PROVIDED CAREER TRAINING AND JOB PLACEMENT

Provided career training and placement for at least 500 low-income individuals in the following areas: eight planning coordinators, 101 Public Service Career enrollees, 191 Public Service

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

Career non-enrollees and numerous para-professional trainers and trainees in the leadership training system.

HIGHWAY TRAFFIC SAFETY PROGRAM

CONTINUED ALCOHOL TESTING PROGRAM

The alcohol testing program was continued at the level attained in fiscal year 1971. 2,133 tests were performed during fiscal year 1972.

OBTAINED AMBULANCES AND EMERGENCY RADIO COMMUNICATIONS

Ambulances were obtained for seven counties and one town. Emergency radio networks were obtained for six counties and one town.

DEVELOPED TRAFFIC SAFETY MANPOWER

Four Highway Patrolmen and City Policemen attended out-of-state training courses in traffic safety administration.

CONTINUED DRIVER REHABILITATION SCHOOL

A Driver Rehabilitation School was continued in Great Falls to train traffic violators as to factors involved in automobile accidents and the hazards of driving while under the influence of alcohol or drugs. Approximately two hundred and fifty people have completed the training.

CONTINUED SUPPORT FOR TRAFFIC ENGINEERS

Financial support was continued to provide traffic engineers in three Montana cities. The function of these engineers is to perform traffic and accident analysis within their respective cities and to provide recommendations for alleviating specific traffic safety problems and eliminating or controlling particular traffic hazards.

CONTINUED EMERGENCY MEDICAL SERVICE COORDINATOR

Funding support for the office of Emergency Medical Services was continued during the fiscal year. This official coordinates joint State and local emergency medical programs and provides professional consultation in statewide attempts to improve ambulance services. He also is responsible for technical training of all personnel involved in emergency medical treatment.

INFORMATION SYSTEMS PROGRAM

SATISFIED INFORMATION DEMANDS

Informational needs were satisfied by offering diverse, progressive information services including:

Land-use Information — Developed a prototype land-use information mapping system in anticipation of State and national legislation. The map, developed in cooperation with the Helena City-County Planning Department, covers a six by ten mile area of the Helena valley and has overlays of ground water, surface water, elevation contours, chemical contents of water, agriculture use, irrigation networks and land ownership. This system is a computer application and is one of the first of its type in the nation.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

Statutory Retrieval — Continued to process queries through the Statutory Information Retrieval System (SIRS) for the Legislative Council, State and county agencies, the Governor's Office and for Executive Reorganization.

Business File — Compiled automated file of about 16,800 Montana employers by industry from data supplied by the Employment Security Commission.

Census Processing Center — Improved and continued to serve as the State primary census information center. Supplied standard and special tabulations to Model Cities, city-county planning boards, Bureau of Indian Affairs, Cooperative Extension Service, State universities, development councils, Federal agencies and private firms.

LOCAL ACCOUNTING ASSISTANCE PROGRAM

DEVELOPED A UNIFORM ACCOUNTING SYSTEM

A uniform accounting system for incorporated towns was developed and is in the initial implementation stage. This system complies with the existing laws and provides a means for preparation of meaningful financial reports with comparable financial data for management and the interested public. In addition, more effective examinations of towns will now be possible.

MUNICIPAL REGULATION PROGRAM

UPGRADED EXAMINATION STAFF

The increase in examination fees has allowed the increase of staff personnel and has improved its quality. By offering a higher salary, the hiring of individuals with higher academic as well as practical accounting achievements has been possible. This has minimized training time and thereby increased the overall efficiency of the Municipal Regulation Program.

PLANNING AND ECONOMIC DEVELOPMENT — ADMINISTRATION PROGRAM

IMPROVED FISCAL AND STAFF MANAGEMENT

Further developed accounting procedures which resulted in cost savings, and increased the overall level of professionalism within the entire Department to provide better service despite the handicap of lower salary levels than similar positions in other states and the Federal government.

RESEARCH PROGRAM

PROVIDED GUBERNATORIAL AID FOR MULTI-COUNTY DISTRICTING

Completed a draft of the executive order and memorandum concerning creating multi-county districts for more effective use of State agency and manpower resources, and provided coordination for implementation.

STUDIED FUTURE OF THE WOOD PRODUCTS INDUSTRY

Caused and coordinated a study of the wood products industry with the Bureau of Business and Economic Research to assess the effect of declining timber harvest rates. The study showed a definite near-term decline occurring in employment, and indicated that some operations may cease business.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

COMPLETED MAJOR HOUSING STUDIES AND METHODOLOGY

Pilot housing studies were completed in five communities and one county, and methodology developed for future use by other agencies and local governments.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS	1971-72 FY
(1) Aeronautics - Administration Program	\$ 205,850
(1) Aeronautics - Aviation & Space Education Program	22,616
(1) Aeronautics - Navigational Aids Program	42,547
(1) Aeronautics - Safety & Compliance Program	42,562
(1) Airport Development Program	141,433
(1) Airport Operations Program	57,212
(4) Community Development Program	565,576
(2) County Printing Program	-0-
(4) Economic Development Program	56,875
(5) Economic Opportunity Program	550,758
(5) Highway Traffic Safety Program	424,408
(4) Information Systems Program	58,394
(3) Local Accounting Assistance Program	11,099
(3) Municipal Regulation Program	267,087
(4) Planning & Economic Development - Administration Program	108,332
(4) Research Program	51,783
TOTAL	<u>\$2,606,532</u>

NOTE: Numerical references, shown above, identify the agency under which the program actually operated during the 1971-72 fiscal year as indicated below:

- (1) Aeronautics Commission
- (2) County Printing Commission
- (3) Department of Business Regulation
- (4) Department of Planning and Economic Development
- (5) Governor's Office

PROGRAM ANALYSIS

AERONAUTICS – ADMINISTRATION PROGRAM

● GOAL

Efficiently perform the day-to-day administration of the Commission and furnish efficient, safe air transportation for the Governor and other State agencies in compliance with legislative intent.

● OBJECTIVES

Develop administrative processes incorporating the principle of long range fiscal planning and performance indicators best suited to the aviation needs of the State.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

Constantly evaluate commission programs to insure that the goals and purposes of the State administration are reflected.

AERONAUTICS – AVIATION AND SPACE EDUCATION PROGRAM

● GOAL

Foster a greater understanding and appreciation of the many economic, scientific and social implications of today's aviation and space activities.

● OBJECTIVES

Increase community awareness of the myriad of academic, commercial, career and recreational opportunities brought about by recent advances in aeronautics and astronautics.

Assist educators in developing academically viable high school aerospace elective courses and in drafting recommended secondary aerospace education teacher certification standards.

Provide in-service teacher training and/or consultation in the development and implementation of aerospace units of study in classrooms.

Encourage, support and assist in the creation and operation of an active state aerospace education association as an unincorporated, non-profit, informal fraternity of aviators and space-oriented educators and other interested individuals.

Encourage the State's university system to investigate the feasibility of creating a major area of study in aerospace.

AERONAUTICS – NAVIGATIONAL AID PROGRAM

● GOAL

Foster and develop air navigation facilities for the safety and reliability of aviation in Montana.

● OBJECTIVES

Plan, install, operate and maintain navigational and landing aids.

AERONAUTICS – SAFETY AND COMPLIANCE PROGRAM

● GOAL

Prevent aircraft accidents through the use of effective educational and refresher training courses and by the enforcement of safety regulations.

● OBJECTIVES

Register all resident pilots and aircraft operating within the State.

Register all Commercial Air Operators and insure their compliance with insurance requirements.

Maintain current search and rescue procedures through effective planning and up-to-date designations of pilot search capabilities.

Maintain standards in curriculums and quality of instruction at Veterans Administration approved flight schools in Montana.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

AIRPORT DEVELOPMENT PROGRAM

● GOAL

Assist municipalities of the State in providing for the orderly and timely development of a system of airports adequate to meet the aeronautical and air transportation needs of the State and the National System of Airports.

● OBJECTIVES

Provide technical assistance in engineering, planning, zoning, financing and establishing eligibility to receive Federal grants, for airport improvement projects and Airport Master Plans.

Provide a current state airport system plan which indicates the aviation facility needs of the State through the year 1990.

Provide financial assistance to municipalities for airport construction and master planning.

Actively participate in the National Association of State Aviation Officials to develop realistic and economical construction standards and specifications.

AIRPORT OPERATIONS PROGRAM

● GOAL

Operate and maintain the State-owned airports in a safe and useful condition.

● OBJECTIVES

Provide technical assistance to any and all airports throughout the State of Montana.

Provide various airport aids to public use airports to improve their safety.

Make available aviation publications which will supply the most accurate and up-to-date information on Montana's airports.

COMMUNITY DEVELOPMENT PROGRAM

● GOAL

Increase comprehensive planning and management capabilities in State and local governments through provision of professional, technical and financial assistance.

● OBJECTIVES

Develop recommendations for the Executive and Legislative Branches of State government for carrying out the expanding State role in land-use planning and regulation.

Augment the State multi-county districting plan by encouraging and assisting the establishment of voluntary multi-jurisdictional planning organizations of local government.

Place staff members in field offices to aid local government units and citizens groups in formation and implementation of comprehensive community planning projects.

Enable Indian reservations to develop planning and management capabilities commensurate with their needs.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

Organize and coordinate Federal, State and local community development programs to provide greater impact on local problems and opportunities.

Review, coordinate and monitor the status of Federally assisted programs in accordance with Office of Management and Budget circular A-95.

Provide technical assistance to the development and operation of Model Cities and transfer successful Model Cities program techniques to other Montana communities.

Provide assistance to State and local governments in locating and acquiring Federal grant and loan programs designed to solve pressing problems.

Provide assistance to individual units of local government in the formation and operation of planning and management structures.

COUNTY PRINTING PROGRAM

No Annual Report submitted covering this program.

ECONOMIC DEVELOPMENT PROGRAM

● GOAL

Improve the economic well-being of the citizens of Montana by stimulating private and public investment in the State which will enhance employment and income opportunities.

● OBJECTIVES

Assist existing State industry in expanding and seek new industry compatible to Montana that can grow and prosper within the State.

Aid potential investors in investigating Montana opportunities with economic data, site location information, applicable laws and regulations, market surveys, sources of supply and financing.

Arouse interest in Montana investment by publishing and distributing promotional materials, statistical brochures, advertising and scheduling promotional tours and meetings with potential investors.

Aid existing business in problem solving by management analysis and visits to industrial operations.

Encourage and aid formation of local and regional economic development efforts by working with local and regional officials, informing citizens of the value of economic development, aiding communities to develop facilities attractive to investment and providing manpower assistance.

Develop greater cooperation among State agencies in promoting economic development.

Coordinate programs with the Center for Industrial Development and other development organizations, public and private, to avoid duplication and maximize effectiveness in overall development efforts in Montana.

Provide technical community assistance that will result in HUD funding.

Review legislation and make recommendations pertaining to economic development.

ECONOMIC OPPORTUNITY PROGRAM

● GOAL

Assist low-income and minority groups to achieve social and economic independence.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

● OBJECTIVES

Continue to seek out and develop or assist in the development of State, Federal, community and private agency resources (programs, expertise, funds, etc.) that can be effectively marshalled and/or coordinated to assist Community Action Agencies and other anti-poverty efforts within the State.

Work for representation of the poor on State committees and other instrumentalities which develop policy, provide advice or operate programs affecting the poor.

Develop career opportunities for the poor within the State Economic Opportunity Office and in other State agencies.

Provide information and assistance to the State Legislature and State agencies with the objective of enacting and amending legislation and developing programs for the benefit of the poor. Also, develop legislation that would create a Montana Commission on Civil Rights to insure equity of access in housing, health, education and employment opportunities for all Montana citizens.

Upgrade the education and training opportunities for low-income people.

Establish a state poverty planning committee to advocate priorities, programs and funding within the State.

Establish a statewide housing agency by February 1, 1973.

Request the 44th Legislative Assembly to revise the Public Housing Authority Law by eliminating the referendum requirement.

Provide technical assistance to citizens and organizations interested in forming local housing authorities in their communities.

Review past evaluations and assessments to determine agency weaknesses and develop appropriate reforms through program planning and staff analysis.

Work with agencies concerned about day care facilities to assure that Federal licensing standards, when implemented, are realistic for a rural setting such as Montana.

Mobilize resources necessary to improve existing day care centers and open new ones as needed.

HIGHWAY TRAFFIC SAFETY PROGRAM

● GOAL

Develop a safety program capable of reducing traffic deaths, injuries and property losses.

● OBJECTIVES

Coordinate the highway safety activities in all levels of government including the promulgation of sixteen Federal standards.

Reduce the State's fatality rate .5 in the next year and 2.5 in the next ten years.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

INFORMATION SYSTEMS PROGRAM

● GOAL

Supply information needs of the Department, Legislature, State and local government, Federal agencies, industry and citizens of Montana.

● OBJECTIVES

Develop a computer statistical program of industry statistics at the city and county level. Develop a computerized file of manufacturers and publish a bi-annual "Montana Directory of Manufacturers and Buyers Guide."

Serve requests for statistical information more efficiently.

Continue to develop new and improved computer mapping and graphing methods for analytical and management use.

Operate and maintain Statutory Information Retrieval System (SIRS) of Montana statutes.

Operate and maintain Federal Aid Monitor System (FAMS) of Federal grants awarded.

Provide statistical services and economic analysis as requested.

Upgrade and operate automated internal systems for personnel, facilities and project accounting.

Provide economic analysis assistance and consultation via future automation of Regional Economic Information System data of Department of Commerce.

Structure economic and social statistics in standard formats.

Develop mapping tools and techniques for State and local land-use planning.

Strengthen liaison with the Earth Resources Technological Satellite (ERTS) program.

LOCAL ACCOUNTING ASSISTANCE PROGRAM

● GOAL

Develop and implement an effective, efficient system for processing and reporting financial information of municipal governments.

● OBJECTIVES

Develop and implement progressive, uniform accounting and reporting system manuals for counties, cities and towns.

MUNICIPAL REGULATION PROGRAM

● GOAL

Examine the financial records of political subdivisions each year to avert the misuse, waste, inefficiency or embezzlement in handling public funds.

● OBJECTIVES

Increase examination staff level in both numbers and competence.

Expand and refine the standard audit programs for all municipalities.

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

Minimize the time expended in school district examinations by developing more efficient programs and utilizing a sample basis for E.S.E.A. project examinations.

Expand examinations to include evaluations of administrative performance and program accomplishments.

PLANNING AND ECONOMIC DEVELOPMENT – ADMINISTRATION PROGRAM

● GOAL

Provide the internal support, supervision and external coordination necessary for an effective and productive government agency.

● OBJECTIVES

Perform decision-making and policy interpretation functions consistent with the welfare of the State.

Insure that legislatively-charged duties and responsibilities are fulfilled within the availability of Department resources.

Implement gubernatorially designated activities in Federal, State and local programs and effect coordination with other State agencies in these activities.

RESEARCH PROGRAM

● GOAL

Provide objective research and analysis of information to other divisions of the Department, the public, other governmental agencies and industrial prospects within and outside the State.

● OBJECTIVES

Give maximum possible response to requests for interpretive information used for community and State planning and for economic development.

Prepare various types of reports and information for departmental and public distribution, such as population projections, handbook of social and economic characteristics of the State and update sections of the Montana Data Book.

Compile data and reports either singly or cooperatively to assess various economic impacts, such as wood products or coal development.

Represent the Department and the State in coordinating efforts of various state, regional and national councils and agencies.



REVIEW OF REORGANIZATION

The Department of Labor and Industry was established under the authority of the Executive Reorganization Act of 1971, as of December 13, 1971.

The Employment Security Commission, the former Department of Labor and Industry and the Industrial Accident Board were abolished and their functions transferred as follows: the Employment Security Commission's functions were transferred to the Employment Security Division of the new Department; the functions of the former Department of Labor and Industry were transferred to the new Department; and the Industrial Accident Board's functions were transferred to the new Workmen's Compensation Division, allocated to the new Department for administrative purposes only.

The Board of Labor Appeals was created as a quasi-judicial board with the capacity for the hearing of disputes concerning the administration of Montana's unemployment insurance laws. This function was transferred from the Employment Security Commission. The Board was transferred to the Department for administrative purposes only.

The Apprenticeship Council and the Commission on the Status of Women were abolished and their functions were transferred to the Department. Functions of the Department of Health relating to nurses' employment practices and industrial hygiene laws were also transferred to the Department.

The Advisory Committee on Boiler Rules, the Board of Examiners of Applicants for Coal Mine Foreman, Mine Examiners and State Coal Mine Inspectors, and the Power Line Construction Code Committee were abolished and their functions were transferred to the Workmen's Compensation Division within the Department.

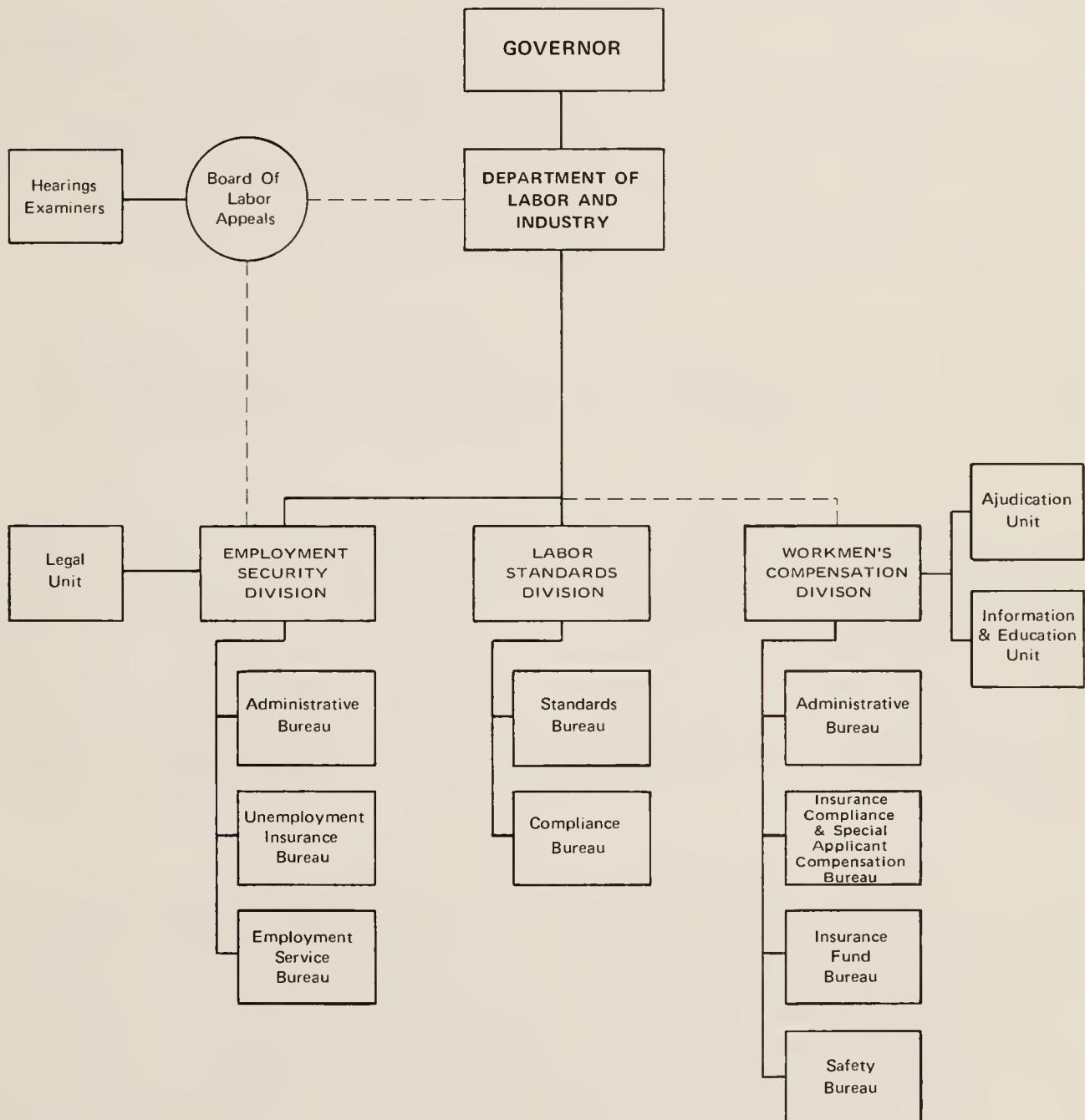
The Labor Safety Study Commission and the State Board of Arbitration and Conciliation were abolished.

OVERVIEW OF MAJOR RESPONSIBILITIES

The major responsibility of the Department of Labor and Industry is to administer all labor related functions and protect the rights of the laborer of Montana by insuring that fair, just and safe labor practices are upheld by Montana employers. This is accomplished through three divisions. The Employment Security Division is responsible for reducing unemployment and underemployment to the lowest possible level by placing job seekers in jobs which provide a decent standard of living and an opportunity to achieve maximum potential. They also provide financial assistance through unemployment insurance to those temporarily unemployed by no fault of their own. The Labor Standards Division disseminates and enforces labor laws, provides assistance in resolving labor problems and administers programs related to working conditions and standards of hours and wages. The Workmen's Compensation Division provides industrial accident programs of safety and prevention, rehabilitation of those injured and payments to those injured.

DEPARTMENT OF LABOR AND INDUSTRY

ORGANIZATION CHART



EMPLOYMENT SECURITY DIVISION**INCREASED ASSISTANCE PROVIDED TO MONTANANS**

With the aid of Federal funds and the authority of the MDTA, hundreds of unemployed and underemployed received aid in the form of counseling, testing, training and subsistence. Through institutional training and on-the-job training, this program enabled its enrollees to attain a skill to serve the needs of each individual. Fiscal year 1972 saw a sizable increase in enrollees, a number of which were veterans and head of their family females. Also, a special program for inmates of Montana State Prison accomplished much towards the rehabilitation of its enrollees, and some very successful programs assisted in bringing industry to the Blackfoot Indian Reservation and have been instrumental in bringing permanent full-time employment to over a hundred disadvantaged minority applicants.

ADMINISTERED UNEMPLOYMENT INSURANCE

State, Federal and Temporary Unemployment Insurance Programs provided \$12,942,000 to the State's economy during fiscal year 1972 to help compensate for the rising unemployment in the State. A total of 29,876 unemployed workers filed initial claims for benefits, up 4,544 from fiscal year 1971.

CONTINUED JOB CORPS

Recruited and screened approximately 2,400 youth in order to obtain 302 male and 81 female applicants who were qualified and interested in Job Corps training. A total of 304 enrollments, 249 male and 55 female, were obtained.

CONTINUED PAROLEE OPPORTUNITY PROGRAM

The Employment Service, through efforts of personnel stationed at the Prison and the cooperation of Montana's twenty-three local Employment Offices, screened a total of 106 inmates into the program during fiscal year 1972. Of this total seventy-nine were released to Employment Service developed jobs.

PROVIDED TEACHER PLACEMENT SERVICE

More than 700 school administrators and teachers enrolled with the Teacher Placement Service during fiscal year 1972. Out-of-state enrollment was limited to those with needed skills, notably music and certain special education fields.

The teacher surplus continued at a rate near that of last year. Shortages were evident again in the music and special education fields. A total of 438 teachers and administrators were placed on jobs, a 25% increase from fiscal year 1971. This was mainly the result of more in-State hiring by Montana administrators using a greater proportion of our job seeker supply.

INCREASED COUNSELING ACTIVITIES

Assisted applicants in formulating complete employability development plans involving, among other things, remedial education, orientation to work, skill training, supportive services and, finally, job placement. More than 25,990 counseling interviews helped those in need find the way to a vocational choice change or job satisfaction.

DEPARTMENT OF LABOR AND INDUSTRY

LABOR STANDARDS DIVISION

ENFORCED PREVAILING WAGE LAW

Obtained compliance with wage and hour laws in public and private sectors throughout Montana.

INCREASED APPRENTICESHIP REGISTRATIONS

At the end of the fiscal year there were sizable increases in registered apprentices and in on-the-job trainees. The net gain in apprentices enrolled was up 31.9% over the previous fiscal year and trainees were up 149%.

ENFORCED WAGE PAYMENT ACT

Wage claims were received from and investigated for 587 persons, of which \$53,271 was recovered for 255 claimants.

ENFORCED MINIMUM WAGE AND HOUR LAWS

Increased efforts to enforce the Wage and Hour Laws of Montana. Through a combination of informational and enforcement activities, 431 complaints were investigated and resulted in \$70,135 in wages being recovered.

PROVIDED LABOR ADMINISTRATION FOR DEPARTMENT OF HIGHWAYS

Pursuant to an agreement with the Department of Highways, this division has provided for the regulation of highway contractors, in accordance with the Department's Labor Compliance Section. During this period there were approximately 100 prime contractors and 200 subcontractors submitting weekly Statements of Compliance and Certified Payrolls. Also, through field inspections, preconstruction conferences and seminars, the Labor Standards Division was able to enforce their standards for compliance to labor laws.

ESTABLISHED ADVISORY COUNCIL

The Status of Women Advisory Council was established, consisting of seventeen women representing ten districts of the State.

WORKMEN'S COMPENSATION DIVISION

IMPLEMENTED OCCUPATIONAL SAFETY AND HEALTH

The Workmen's Compensation Division was redesignated as sole agency responsible for the enforcement and administration of the U.S. Department of Labor's Occupational Safety and Health Law in Montana. A comprehensive program for development of Safety and Health Bureau's needs commenced with studies in the fields of industrial safety, health and fire prevention. Montana OSHA standards are being developed; an industrial hygenist and a full-time field technician were hired and three people in the Bureau completed a Federal course for compliance officers; and a public information program was undertaken.

DEPARTMENT OF LABOR AND INDUSTRY

INITIATED HEARING TEST PROGRAM

A program was initiated to test the hearing of all workmen employed where industrial noise was considered to be a factor of employment. Some 50,000 workmen were tested and results were made known in cases where significant hearing impairment seemed evident.

ESTABLISHED REHABILITATION COMMITTEES

Committees, staffed with a variety of professional people in the fields of medicine, psychology, therapy, etc., have been established in key cities to consider referred cases of industrially injured people. Their purpose is to facilitate the individual's rehabilitation, placing emphasis on restoring the workman to full employment as soon as possible.

IMPROVED MICROFILM PROGRAM

Upgraded a program of microfilm systems to eventually include all current claims and underwriting files. The improved efficiency will speed up service to claimants and employers alike.

PUBLISHED MINING SAFETY STANDARDS

Metal and non-metallic mining and related industries safety standards were printed and distributed to all concerned industries.

CREATED HOISTING AND COMPRESSOR LICENSING COUNCIL

A hoisting and compressor licensing advisory council was appointed by the Governor to establish licensing requirements for hoisting and compressor operators. This year fifty people were tested and forty-seven of those passed the examination.

IMPROVED PUBLIC INFORMATION SYSTEM

Substantially upgraded the public information delivery system through 125 public meetings, video tape training films, radio tapes and a quarterly newsletter.

CREATED AMPUTEE CLINICS

Amputee clinics were created to aid in the training of amputees in the use of prosthetic devices and to help them overcome the psychological problems that often accompany a loss of limb.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF LABOR AND INDUSTRY	<u>1972-72 FY</u>
<i>Employment Security Division</i>	
Concentrated Employment Program.....	\$ 987,836
Job Corps	70,115
Manpower Development & Training Program	971,021
NABS-JOBS Program	146,910
Public Employment Program	2,926,760
Unemployment Insurance & Employment Service Program ..	16,766,985
Work Incentive Program	<u>946,256</u>
SUB TOTAL	<u>\$22,815,883</u>

DEPARTMENT OF LABOR AND INDUSTRY

1971-72 FY

Labor Standards Division

Labor Standards Program	\$ 111,865
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Workmen's Compensation Division

Board Program	\$ 770,908
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OSHA Occupational Health Program	12,972
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OSHA Safety Program	68,230
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OSHA Statistics Program	18,790
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Silicosis Program	649,661
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State Fund Program	<u>7,155,862</u>
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SUB TOTAL	<u>\$ 8,676,423</u>
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TOTAL	<u>\$31,604,171</u>
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PROGRAM ANALYSIS

EMPLOYMENT SECURITY DIVISION

CONCENTRATED EMPLOYMENT PROGRAM

● GOAL

Concentrate public and private resources in a coordinated and comprehensive manpower program in selected, economically distressed areas that result in substantial job opportunities for unemployed and underemployed people.

● OBJECTIVES

Develop appropriate mechanisms for mobilizing and actively involving business, labor and the community in planning and implementing this program.

Expand and improve ongoing manpower and training programs.

JOB CORPS PROGRAM

● GOAL

Provide basic education, skill, training and useful work experience to disadvantaged youth, in the sixteen through twenty-two year age group, needing a change of environment and individual help to develop talents, self confidence and motivation.

● OBJECTIVES

Recruit and screen interested applicants in accordance with Job Corps admissions criteria and recommend those who could benefit from the program.

MANPOWER DEVELOPMENT AND TRAINING PROGRAM

● GOAL

Provide occupational training and re-training for unemployed and underemployed persons who cannot obtain appropriate full-time employment without education and/or training.

DEPARTMENT OF LABOR AND INDUSTRY

● OBJECTIVES

Determine individual training needs and labor market skill demands.

Provide related support services such as counseling, testing and selection; pay training allowances, subsistence and transportation; and job development and placement.

NABS-JOBS PROGRAM

● GOAL

Stimulate private industry's interest in hiring, training and retaining the disadvantaged worker through on-the-job training and upgrade individuals by moving them into higher skilled jobs based on their capabilities.

● OBJECTIVES

Provide on-the-job training, counseling, job related education and supportive services by reimbursing employers in private industry for costs and supportive services.

PUBLIC EMPLOYMENT PROGRAM

● GOAL

Provide financial assistance to public employers for provision of transitional public service jobs for unemployed and underemployed persons in times of high unemployment. Emphasis is placed on the transitional nature of the jobs with participants encouraged to move into regular employment as soon as possible.

● OBJECTIVES

Provide funds to eligible applicants, under the provisions of the Emergency Employment Act, when the national employment rate equals or exceeds 4.5% for three consecutive months.

Provide funds for a Special Employment Assistance Program for areas of substantial unemployment which are defined as areas which experience an unemployment rate of 6% or more for three consecutive months.

UNEMPLOYMENT INSURANCE AND EMPLOYMENT SERVICE PROGRAM

● GOAL

Promote maximum utilization of the State's human resources and provide financial assistance to regular members of the labor force whose employment is involuntarily interrupted.

● OBJECTIVES

Maintain a system of public employment offices providing manpower services including counseling, testing, job development and placement.

Administer unemployment benefit payments in accordance with State law and Federal employment insurance programs in order to protect the economic security of individuals and communities.

Collect employer contributions for the unemployment insurance trust fund.

DEPARTMENT OF LABOR AND INDUSTRY

WORK INCENTIVE PROGRAM

●GOAL

Move men, women and out-of-school youth, age sixteen or older, out of the welfare rolls into meaningful, permanent, productive employment through appropriate placement services, training and related social services.

●OBJECTIVES

Provide placement or on-the-job training and follow-through supportive services for the job ready; work orientation, basic education, skill training, work experience and follow-through supportive services to improve employability for individuals who lack job readiness; and placement in special work projects for individuals not ready for employability development.

Provide supportive social services including day care for children, medical, legal, homemaking, aid with family problems, etc.

LABOR STANDARDS PROGRAM

LABOR STANDARDS PROGRAM

●GOAL

Protect the worker and improve labor conditions and labor relations in the State by providing efficient service to employers and employees.

●OBJECTIVES

Supervise enforcement of labor laws: minimum wage and hour, child labor and equal employment.

Investigate all violations of labor laws.

Supervise licensing of private employment agencies.

Promote apprenticeship training programs by the voluntary participation of employers and employees and register and maintain a file on all apprentices and trainees.

WORKMEN'S COMPENSATION DIVISION

BOARD PROGRAM

●GOAL

Assure that Montana employers insured under the Workmen's Compensation Act, regardless of plan, receive all benefits for their employees which are promised under the Act; maintain strict compliance by all employers engaged in hazardous injuries, works or employments throughout the State of Montana.

●OBJECTIVES

Assure injured workmen prompt adjudication of their claims to medical and compensation payments.

Provide safety engineering services for all hazardous industries in order to reduce accident frequency and severity.

Collect, evaluate and disseminate accident data for the purpose of aiding in the reduction of preventable accidents.

DEPARTMENT OF LABOR AND INDUSTRY

OSHA OCCUPATIONAL HEALTH PROGRAM

● GOAL

Update State standards to better cover and enforce safety and health rules and regulations throughout all industries.

● OBJECTIVES

Carry out the necessary procedures involved for the adoption of the Federal Occupational Safety and Health Standards as Montana Safety and Health Standards.

OSHA SAFETY PROGRAM

● GOAL

Inform employees, employers and the general public of the capabilities and responsibilities of the Occupational Safety and Health Act as it was adopted under the Montana Safety Act of 1969.

● OBJECTIVES

Improve the awareness, understanding and acceptance of the Occupational Safety and Health Act in Montana for employers, employees and other interested persons through a multi-media approach.

OSHA STATISTICS PROGRAM

● GOAL

Develop specific data that will allow the State to evaluate its inspection compliance and standard making capabilities and determine the additional resources necessary to meet the criteria required for including the State in a Federal cooperation program.

● OBJECTIVES

Determine the need for State Occupational Safety and Health statistics data by geography, industry and size to determine the means to yield needed State occupational injury and illness statistics.

SILICOSIS PROGRAM

● GOAL

Provide monthly benefit payments to those Montana residents who are totally disabled and barred from gainful employment because of silicosis.

● OBJECTIVES

Continued effective medical screening of applicants in the determination of silicosis disability.

Provide for periodic checks of recipients for the purpose of income qualification.

Ultimately, phase out the program as the incidence of silicosis decrease.

DEPARTMENT OF LABOR AND INDUSTRY

STATE FUND PROGRAM

● GOAL

Reduce the number of industrial accidents and provide an insurance plan of optimum coverage and benefit.

● OBJECTIVES

Classify and underwrite all risks which elect to be bound under Plan III of the Workmen's Compensation Act.

Collect all premium and assessment monies due from the various employers pursuant to coverage under the Plan.

Provide safety engineering services to all employers covered under the Plan.

Reduce time-lag between date of injury and receipt of the indemnity payment by the claimant.



DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY \$6,715,806

REVIEW OF REORGANIZATION

The Department of Law Enforcement and Public Safety will be established under the authority of the Reorganization Act of 1971, as of September 1, 1972.

The Department will be headed by the Attorney General.

The following agencies will be abolished and their functions transferred to the Department: the Bureau of Criminal Identification and Investigation; the office of State Fire Marshal; the Building Code Council; the Law Enforcement Teletypewriter Communications Committee; and the Montana Law Enforcement Academy Advisory Board.

The functions of the State Electrical Board relating to making inspections of electrical installations and issuing tags and charging fees therefore and of establishing an electrical code, will be transferred to the Department.

The functions of the Department of Administration, pertaining to the State Building Code, will be transferred to the Department.

The function of the Secretary of State, pertaining to the registering of machine guns, will be transferred to the Department.

The position of Registrar of Motor Vehicles will be abolished and the functions of the position, except the function of manufacturing license plates for motor vehicles, will be transferred to the Department.

The Highway Patrol Board will be abolished. The functions of the Highway Patrol and Highway Patrol Chief will be transferred to the Department.

The Governor's Crime Control Commission, administratively created, will be established by law as the Board of Crime Control and transferred to the Department for administrative purposes only. The Commission will continue to execute the responsibilities provided for under the Federal Omnibus Crime Control and Safe Streets Act of 1968.

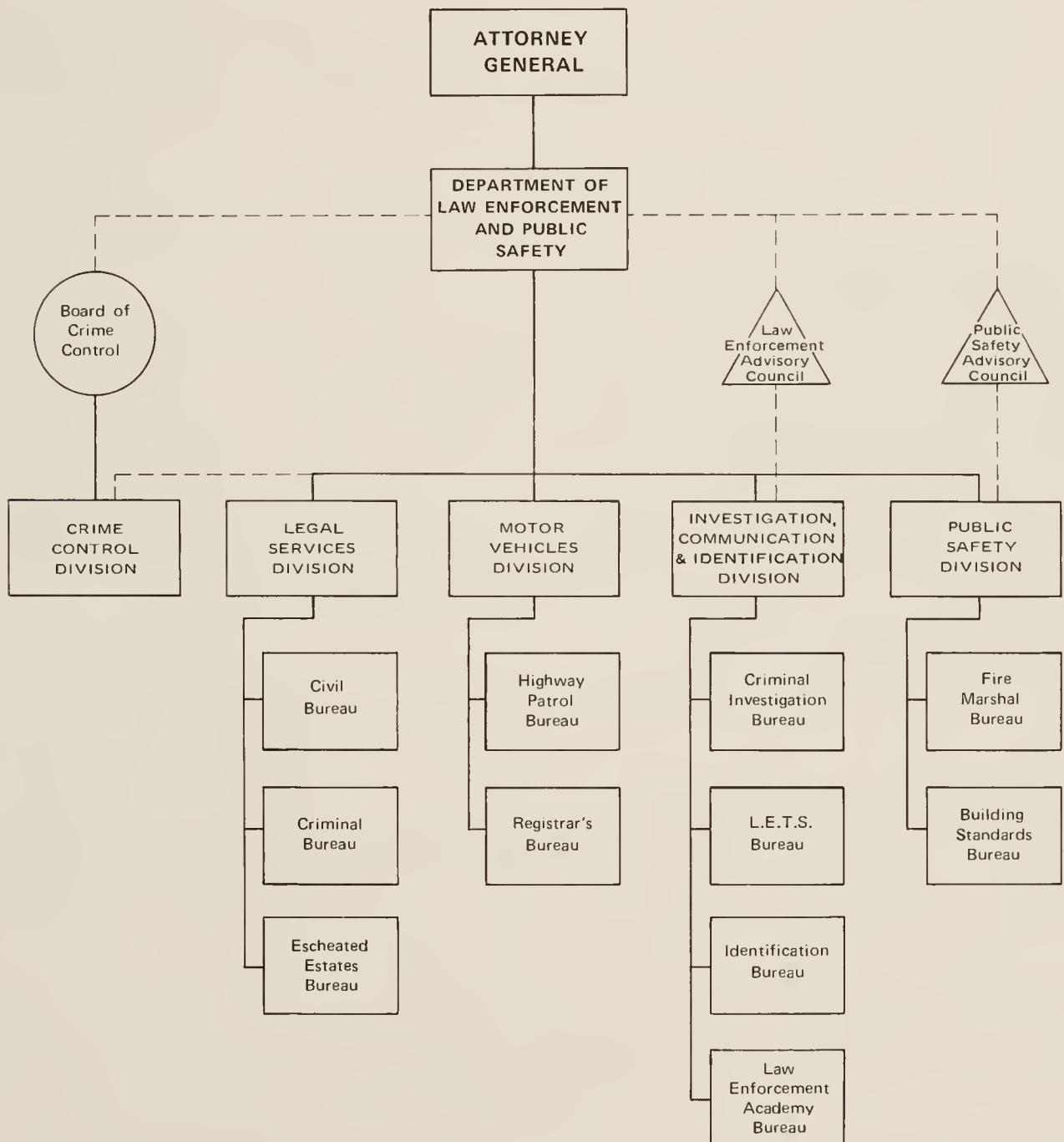
The Fire Prevention Advisory Commission will be abolished.

OVERVIEW OF MAJOR RESPONSIBILITIES

The major responsibility of the Department of Law Enforcement and Public Safety is to protect the citizens of Montana by enforcement of civil and criminal laws and by the execution of specific programs designed for public safety. The Department's responsibilities include: providing legal services for State agencies and officials; criminal identification and investigation; offering education opportunities for law enforcement personnel; adopting and enforcing fire safety codes, building codes and electrical codes; performing electrical inspections; registering motor vehicles; issuing driver's licenses; enforcing motor vehicle laws; and providing financial and technical assistance, including communication systems, to law enforcement agencies in the State.

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

ORGANIZATION CHART (ANTICIPATED)



DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

MAJOR ACCOMPLISHMENTS

CRIME CONTROL COMMISSION PROGRAM

COMPLETED COMPREHENSIVE STATE PLAN

The fourth annual Comprehensive State Plan for criminal justice improvement was developed and approved. The plan secured \$1,534,000 in Federal funds for improvement projects of local governments. This was an increase of \$225,000 over the previous year.

FUNDED FIFTEEN DISCRETIONARY GRANTS

Fifteen discretionary grants were funded during the year. Ten of these were for or relating to the State's Indian population.

ORGANIZED REGIONAL DRUG TEAM

A regional drug investigation team, under the supervision of the Missoula Sheriff's Department, was organized and funded. This team was responsible for confiscating more than \$150,000 worth of illegal drugs and for twenty-two drug related arrests from April, 1971 to June, 1972.

ANALYZED CRIMINAL STATISTICS

The Crime Commission continued to collect and analyze data concerning arrests in Montana and, in 1971, released the first of a series of quarterly reports concerning the number, date, location, individual's profile and type of offense resulting in arrest. Arrest datum is becoming increasingly more accurate and the Criminal Statistics Bureau is preparing to collect further data.

FUNDED ANTI-BURGLARY PROJECT

In cooperation with the Helena Model Cities, an anti-burglary project was funded with the goal to reduce burglary in Helena by 50% in the next two years. The campaign includes utilizing improved equipment and patrol methods in combination with public education.

FUNDED STUDENT EXPERIENCE PROGRAM

A program to place law students and criminal justice studies students in law enforcement agencies to gain practical experience was funded. The project allowed twenty law students and more than eighteen criminal justice students to work with professional law enforcement agencies during summer vacations.

CRIMINAL INVESTIGATION PROGRAM

OPENED NEW FILES

Over 150 investigation files were opened providing assistance to local law enforcement agencies.

PROVIDED LABORATORY ASSISTANCE

The criminal investigation laboratory handled an increasing number of analysis of suspected drugs requested by local law enforcement agencies. The two full-time chemists now employed in the laboratory have one of the highest rates of sample analysis per chemist of all the Western States.

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

ESCHEATED ESTATES PROGRAM

RECEIVED \$53,127 FROM ESCHEATS

During the period from July 1, 1971 to June 30, 1972, a total of \$53,127 was received by the State of Montana from escheats.

CONTINUED DEFENDING RECIPROCITY STATUTE

The Montana Reciprocity Statute was continually defended to guarantee that monies legally due the State were collected.

OBTAINED UNCLAIMED POSTAL SAVINGS DEPOSITS

Unclaimed postal savings were obtained by filing a suit in Federal district court. As a result of this litigation, Congress enacted legislation apportioning the deposits among states with over \$26,000 accruing to Montana and another \$40,000 pending.

UPHELD STATE'S RIGHT

The State's right to recover as abandoned property that portion of property of a corporation relating to unknown stockholders was upheld. This action resulted in additional revenues to the State and established an important precedent for future cases.

FIELD SERVICES PROGRAM

INITIATED CONCENTRATED ENFORCEMENT

A Concentrated Enforcement Program was initiated, and directed at the drinking driver under the implied consent laws.

LAW ENFORCEMENT ACADEMY PROGRAM

INCREASED ENROLLMENT AND THE NUMBER OF SCHOOLS

A total of twenty-eight schools were held with 694 students graduating which is a substantial increase over previous years.

INCREASED FILM LIBRARY

The Academy's film library was increased making additional training films available for law enforcement agencies and the general public. In addition, a training film on roadblocks was produced in cooperation with the Montana State University Film Department and local enforcement officers and citizens. The film relates directly to Montana and its unique weather and geographic characteristics, traffic flow-population distribution, legal requirements and various enforcement techniques.

COMPLETED RANGE FACILITIES IMPROVEMENTS

Extensive improvements of the firing range were completed including the installation of concrete lanes and firing position, making targets and barricades portable to avert vandalism and unnecessary weather exposure.

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

LAW ENFORCEMENT TELETYPEWRITER COMMUNICATIONS PROGRAM

INCREASED L.E.T.S. SERVICE CAPABILITIES

Three new terminals were added to the system which lowered the overall monthly communication charges. In addition, a remote console was installed in the L.E.T.S. office to provide an alternative information device for law enforcement officials experiencing difficulty with the teletype system.

HELD AREA TRAINING SCHOOLS

Several area training schools were held throughout the State. The FBI and the National Auto Theft Bureau participated in the instructions. Benefits of the schools were recognized through increased usage of the teletype system.

LEGAL SERVICES PROGRAM

PROVIDED LEGAL REPRESENTATION

Legal opinions and advice were given to various State agencies. The Attorney General's Office represented the State's interest in sixty-three civil cases, forty-five criminal appeals and twenty-one habeas corpus actions.

DRAFTED MODEL RULES

Pursuant to the Montana Administrative Procedures Act, model rules were drafted as a guide for all State agencies.

REVIEWED BOND PROCEEDINGS

During the last fiscal year, thirty-seven transcripts of proceedings relating to bond issues were examined. The proceedings involved general obligation bonds in the total amount of \$14,582,398.

INVESTIGATED CONSUMER COMPLAINTS

While Montana does not have specific consumer protection legislation, the office of Attorney General does attempt to assist Montanans who have consumer complaints. Several hundred complaints were investigated during the past year.

CONDUCTED ATTORNEY GENERAL'S CONFERENCE

Conducted the annual Attorney General's Conference to discuss problems of mutual concern with county attorneys and local law enforcement personnel.

REVIEWED HEALTH SERVICE CORPORATIONS

Corresponded with the various health service corporations on behalf of approximately 102 persons of the State in an attempt to clarify questions regarding insurance coverage and to settle outstanding claims.

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

PATROL OPERATIONS PROGRAM

CONDUCTED PUBLIC EDUCATION PROGRAMS

Public education programs, such as defensive driving courses, school bus drivers and owners seminars and safety programs in elementary schools and high schools, were conducted throughout the State.

EMPHASIZED IN-SERVICE TRAINING

Provided in-service training programs for Patrol personnel and other enforcement agencies in the areas of accident investigation, firearms training, implied consent laws, laws of arrest, and search and seizure. In addition, four patrolmen attended courses at Northwestern University Traffic Institute in driver licensing, driver improvement and accident investigation. Patrolmen served as instructors at the Montana Law Enforcement Academy which is attended by various law enforcement personnel throughout the State.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY	<u>1971-72 FY</u>
(1) Action Grant Program	\$1,573,909
(2) Building Standards Program	4,098
(3) Commercial Vehicle Regulation Program.	189,507
(1) Crime Control Commission Program	420,482
(4) Criminal Investigation Program.	93,891
(3) Driver Licensing Program	701,852
(5) Electrical Inspection Program*	-0-
(4) Escheated Estates Program	15,529
(3) Field Services Program	2,180,277
(6) Fire Marshal Program	91,846
(7) Identification Bureau Program	27,892
(4) Law Enforcement Academy Program	130,000
(4) Law Enforcement Teletypewriter Communications Program	210,247
(4) Legal Services Program.	206,414
(3) Patrol Operation Program	312,491
(8) Vehicle Registration Program	557,371
TOTAL	<u>\$6,715,806</u>

NOTE: The numerical references, shown above, identify the agency under which the program actually operated during the 1971-72 fiscal year as indicated below:

- (1) Governor's Office
- (2) Department of Administration
- (3) Highway Patrol
- (4) Attorney General
- (5) Board of Electricians
- (6) State Auditor
- (7) Montana State Prison
- (8) Registrar of Motor Vehicles

*The Electrical Inspection costs are shown with the Department of Professional and Occupational Licensing.

ACTION PROGRAM

●GOAL

Provide financial assistance to local government and selected State agencies to reduce and/or contain crime in the State of Montana.

●OBJECTIVES

Distribute the Board of Crime Control's annual comprehensive plan to local governments to encourage grant applications.

Make grant awards based on community needs.

Encourage the use of matching funds by local government in preparation of the phasing-out of Federal funding.

BUILDING STANDARDS PROGRAM

●GOAL

Guarantee the adoption and enforcement of building codes which will protect the health and safety of the residents of the State.

●OBJECTIVES

Strive to eliminate restrictive, obsolete, conflicting and unnecessary building regulations and requirements which unnecessarily increase construction costs.

Ensure that buildings constructed with public funds are accessible to, and functional for, physically handicapped persons where applicable and feasible.

COMMERCIAL VEHICLE REGULATION PROGRAM

●GOAL

Curtail illegal transportation of goods by enforcement of weight regulations, registration fees and required tax permits by commercial haulers.

●OBJECTIVES

Insure necessary gross vehicle weight law enforcement, registration enforcement, weighing detail, truck inspection, gross vehicle weight fees collections, diesel gas tax enforcement and public information.

CRIME CONTROL COMMISSION PROGRAM

●GOAL

Develop an annual comprehensive statewide plan for the improvement of law enforcement and insure coordinated planning activities at both the State and local level.

●OBJECTIVES

Maintain a professional staff capable of evaluating all segments of the criminal justice system.

Provide technical assistance to local government by encouraging and assisting local government in preparing their own law enforcement improvement plan.

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

CRIMINAL INVESTIGATION PROGRAM

● GOAL

Assist Federal, State and local law enforcement agencies in the investigation and solution of crimes.

● OBJECTIVES

Maintain a laboratory facility used primarily for the analysis of suspected drug samples.

Provide a complete forensic laboratory facility for law enforcement agencies throughout the State.

DRIVER LICENSING PROGRAM

● GOAL

Provide the best possible service to the public in driver licensing areas while maintaining the highest standards.

● OBJECTIVES

Examine new driver applicants and individuals experiencing driving difficulties.

Maintain a complete records system with each driver's history.

Issue renewal licenses based on proven driving ability.

Attempt to improve the knowledge and performance of each driver.

ELECTRICAL INSPECTION PROGRAM

● GOAL

Protect the people and property in Montana from the danger of electrically caused hazards.

● OBJECTIVES

Enforce the Electrical Safety Law and inspect electrical installations for compliance with nationally recognized safety standards.

ESCHEATED ESTATES PROGRAM

● GOAL

Protect the State's interest in escheated estate cases.

● OBJECTIVES

Insure that reciprocal agreements exist with countries wherein money and property of deceased persons is passing to foreign heirs.

FIELD SERVICES PROGRAM

● GOAL

Assist the motoring public and make every effort to move traffic safely from point of origin to destination.

● OBJECTIVES

Provide the State with effective commercial vehicle enforcement, traffic patrol, accident investigation, mercy details, auto theft investigation, rescue detail, subpoena service, vehicle inspection, livestock inspection and traffic law enforcement.

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

FIRE MARSHAL PROGRAM

● GOAL

Upgrade fire safety within the State and reduce loss of life and property from fire and explosion.

● OBJECTIVES

Improve life safety and building safety in all State institutions, hospitals, nursing homes, day care centers, hotels, public assembly, business and industrial buildings by preventing fire and explosions.

Promulgate rules, as needed for public safety from fires, and require conformance.

IDENTIFICATION BUREAU PROGRAM

● GOAL

Maintain permanent, meaningful, useful, properly classified records of all individuals arrested in the State and provide pertinent data to interested agencies in a timely manner.

● OBJECTIVES

Procure and file for record photographs, pictures, descriptions, fingerprints, measurements and other pertinent information of all persons who have been convicted of a felony within the State, and of other well-known and habitual criminals.

LAW ENFORCEMENT ACADEMY PROGRAM

● GOAL

Promote professionalism among law enforcement personnel by providing uniform, effective training programs.

● OBJECTIVES

Continue to include and make available training for all personnel in Montana's criminal justice system.

Continue the operation of the Academy in the most economic, efficient manner possible.

Continue to develop and obtain modern, effective training aids and equipment for instruction at the Academy.

Provide a video film library of in-service training films appropriate for refresher training in the various law enforcement agencies.

LAW ENFORCEMENT TELETYPEWRITER COMMUNICATIONS PROGRAM

● GOAL

Develop and insure a coordinated statewide teletypewriter system connecting Federal, State, county and city law enforcement agencies to provide pertinent enforcement information.

● OBJECTIVES

Provide an extensive and all-inclusive teletype system for law enforcement agencies in the State.

Assist local agencies in securing connection to the system.

Maintain an efficient operation of the existing system and provide additional services and information through the system.

DEPARTMENT OF LAW ENFORCEMENT AND PUBLIC SAFETY

LEGAL SERVICES PROGRAM

●GOAL

Provide legal services for State officers and agencies and represent the State in criminal appellate cases.

●OBJECTIVES

Maximize the effectiveness of legal representation in the State's behalf.

Continue quality representation in the ever increasingly complex criminal appellate cases.

PATROL OPERATION PROGRAM

●GOAL

Plan, coordinate, and direct the efforts of the Highway Patrol toward improving service to the citizens of the State.

●OBJECTIVES

Provide effective administration, accounting records, accident analysis, procurement, safety and education and public information.

VEHICLE REGISTRATION PROGRAM

●GOAL

Provide for efficient registration and licensing of all motor vehicles, trailers and semi-trailers in the State.

●OBJECTIVES

Strive for greater efficiency through improved office management procedures in order to cope with the continued growth in the number of vehicles registered in the State.



REVIEW OF REORGANIZATION

The Department of Livestock was established under the authority of the Executive Reorganization Act of 1971, as of November 22, 1971.

The new Department combined the functions of the Livestock Commission, the Livestock Sanitary Board and the Dairy and Egg Division of the Department of Agriculture. The Livestock Commission with the same members was continued, however, the commission was renamed the Board of Livestock.

The Department of Livestock now operates with one centralized services bureau which eliminates duplication that existed previously when the functions of the Livestock Commission and the Livestock Sanitary Board, with identical membership, were carried out by two departments with separate administrative structures.

The transfer of the Dairy and Egg Division to the new Department eliminated a situation where very similar functions were being performed by two departments.

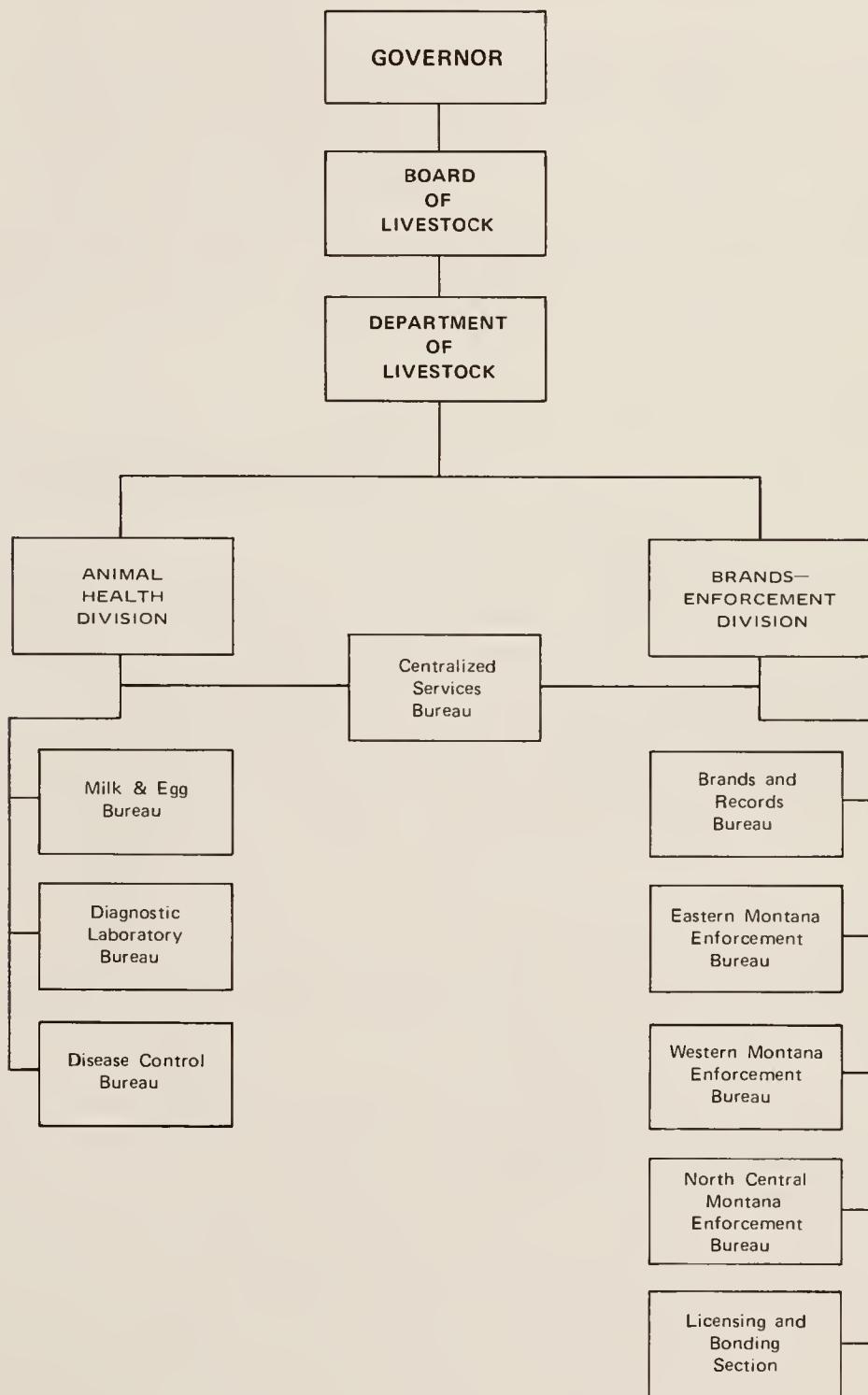
The Livestock Sanitary Board was abolished and its functions transferred to the Board of Livestock. The Advisory Committee on Predatory Animal Control was also abolished.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department's major responsibilities are to protect and foster the livestock industry in Montana; to apply the scientific disciplines of veterinary medicine to prevent devastation or harm to the citizens or livestock industry of Montana that can be caused by uncontrolled diseases among animals; and to apply scientific investigation techniques to prevent loss by theft and maintain an effective and trained force of inspectors.

DEPARTMENT OF LIVESTOCK

ORGANIZATION CHART



ADVANCED "CERTIFIED BRUCELLOSIS-FREE" DESIGNATIONS

Obtained the "Certified Brucellosis-Free" designation for forty additional counties. Fifty-five counties are presently so declared.

ESTABLISHED A SWINE TESTING PROGRAM

A swine testing program was established which will enable the State to qualify as "Validated Swine Brucellosis-Free."

PREVENTED DISEASES

Successfully prevented the introduction of several diseases including hog cholera, cattle scabies, Asiatic Newcastle Disease and Venezuelan equine encephalitis, which took heavy tolls in several other states. In addition, no milk-borne diseases were reported from Grade A licensed dairies and milk plants.

INSPECTED STOCK

More than one million head of livestock were inspected for brands at markets for the second consecutive year. Totally, 2,654,000 head of livestock were inspected throughout the State.

IMPLEMENTED THE MANUFACTURED DAIRY PRODUCTS ACT

Sanitary standards for dairy processing plants and plants manufacturing dairy products have been promulgated and adopted as regulations. An inspection program has been instigated in accordance with the regulations to improve the marketability of the State's dairy products.

PREPARED AND IMPLEMENTED THE PLAN FOR EXECUTIVE REORGANIZATION

As directed by executive order, a workable plan was developed and implemented to merge the former Livestock Commission with the Livestock Sanitary Board and incorporate the Dairy and Egg Division of the Department of Agriculture. In addition, the Centralized Services Program was established, without any additional cost, to provide administrative support services for the Department.

COMPLETED THE RE-RECORDING OF BRANDS

The re-recording of brands was completed giving a current status to the Department's brand records.

IMPLEMENTED THE LIVESTOCK DEALERS ACT

The Dealer Licensing Program was established to administer the livestock dealers act.

OBTAINED AN ENVIRONMENTAL COORDINATOR

Employed a trained Environmental Coordinator to investigate, research and plan predator and rodent control programs.

DEPARTMENT OF LIVESTOCK

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF LIVESTOCK	1971-72 FY
Animal Health Administration Program.....	\$ 51,420
Centralized Services Program	24,585
Dealer Licensing Program	9,525
Diagnostic Laboratory Program	153,069
Disease Control Program.....	169,503
Inspection & Control Program.....	805,904
Milk & Egg Program.....	115,847
Predatory Animal Control Program.....	93,833
Rabies Control Program	718
TOTAL	<u>\$1,424,404</u>

PROGRAM ANALYSIS

ANIMAL HEALTH ADMINISTRATION PROGRAM

● GOAL

Provide central direction for the purpose of attaining the objectives of the Animal Health Division.

● OBJECTIVES

Implement, incorporate and integrate the requirements of laws and regulations, through directives and orders of the Administrator and State Veterinarian, into efficient performance of the closely inter-related functions of the Animal Disease Control Program, Diagnostic Laboratory Program, Milk and Egg Inspection Program and Centralized Services Program.

CENTRALIZED SERVICES PROGRAM

● GOAL

Provide central administration and support to the various divisions in a timely, efficient and economical manner.

● OBJECTIVES

Cooperate with the Department of Administration in establishing a uniform accounting system.

Expediently comply with the requirements prescribed by Management Memos from the Department of Administration.

Assist Division Administrators with budget preparation and execution.

Maintain accurate and meaningful financial records as prescribed by the Department of Administration and Legislative Auditor.

DEPARTMENT OF LIVESTOCK

DEALER LICENSING PROGRAM

● GOAL

Promote fair competition in the livestock industry and protect the rancher by licensing and bonding livestock dealers engaged in business in the State.

● OBJECTIVES

License and adequately bond, according to business volume, all livestock dealers and traders doing business in Montana.

Investigate all suspected dealers and traders to determine the need for bonding and licensing.

DIAGNOSTIC LABORATORY PROGRAM

● GOAL

Provide scientific, technological support to diagnose and control animal diseases and to assure a safe, wholesome milk and meat supply.

● OBJECTIVES

Apply scientific testing and diagnostic procedures to specimens submitted to the laboratory.

Provide timely laboratory support to the disease control program, dairy and milk inspection program and poultry and egg inspection program.

Institute new scientific developments in testing and diagnostic procedures that are sufficiently tested and economically feasible.

DISEASE CONTROL PROGRAM

● GOAL

Prevent the introduction and spreading of infectious, contagious, communicable or dangerous diseases affecting livestock in the State.

● OBJECTIVES

Initiate investigations and control activities of diseases verified by the diagnostic laboratory.

Reduce brucellosis to qualify as a Brucellosis-Free State.

Maintain a swine testing program to achieve a "Validated Swine Brucellosis-Free" designation.

Develop better methods of eliminating the rabies virus in bats and skunks to remove the threat to human health.

INSPECTION AND CONTROL PROGRAM

● GOAL

Reduce the loss of livestock due to theft, fraud or other unlawful practices.

DEPARTMENT OF LIVESTOCK

● OBJECTIVES

Upgrade the law enforcement force by utilizing courses presented at the Montana Law Enforcement Academy and other training schools.

Effectively enforce the livestock laws of the State, and accurately record livestock marks and brands.

Maintain a professional and trained force of stock inspectors to assure that livestock ownership is accurately determined.

Assist with the prosecution of felony cases involving livestock.

Reduce losses of livestock through efficient investigations and cooperation with other law enforcement agencies.

MILK AND EGG PROGRAM

● GOAL

Assure the consumer of a safe wholesome abundant supply of eggs, milk and milk products.

● OBJECTIVES

Maintain sanitation and facility standards acceptable to the U.S. Public Health Service and the U.S. Department of Agriculture to ensure interstate marketability.

Provide assistance to dairymen and poultrymen in maintaining disease free dairy herds and poultry flocks.

PREDATORY ANIMAL CONTROL PROGRAM

● GOAL

Protect the livestock industry from loss due to predatory animals.

● OBJECTIVES

Control losses by predators without upsetting the balance of nature by maintaining a qualified, professional force of hunters and trappers.

RABIES CONTROL PROGRAM

● GOAL

Protect human life, domestic livestock and game animals from rabid animals and rabies outbreaks.

● OBJECTIVES

Reduce and eliminate rabies incidents in Montana.



DEPARTMENT OF MILITARY AFFAIRS

\$813,594

REVIEW OF REORGANIZATION

The Department of Military Affairs was established under the authority of the Executive Re-organization Act of 1971, as of July 1, 1971.

The Department head is the Adjutant General of the State. The Adjutant General's Department was abolished and its functions transferred to the Department of Military Affairs.

The Civil Defense Agency and the position of Director for that agency, the Office of Emergency Resource Management and the Office of State Emergency Planning Director were abolished and their functions were transferred to the Department.

The Civil Defense Advisory Council, the State Emergency Resource Planning Committee, and the Training and Education Coordination Committee were abolished.

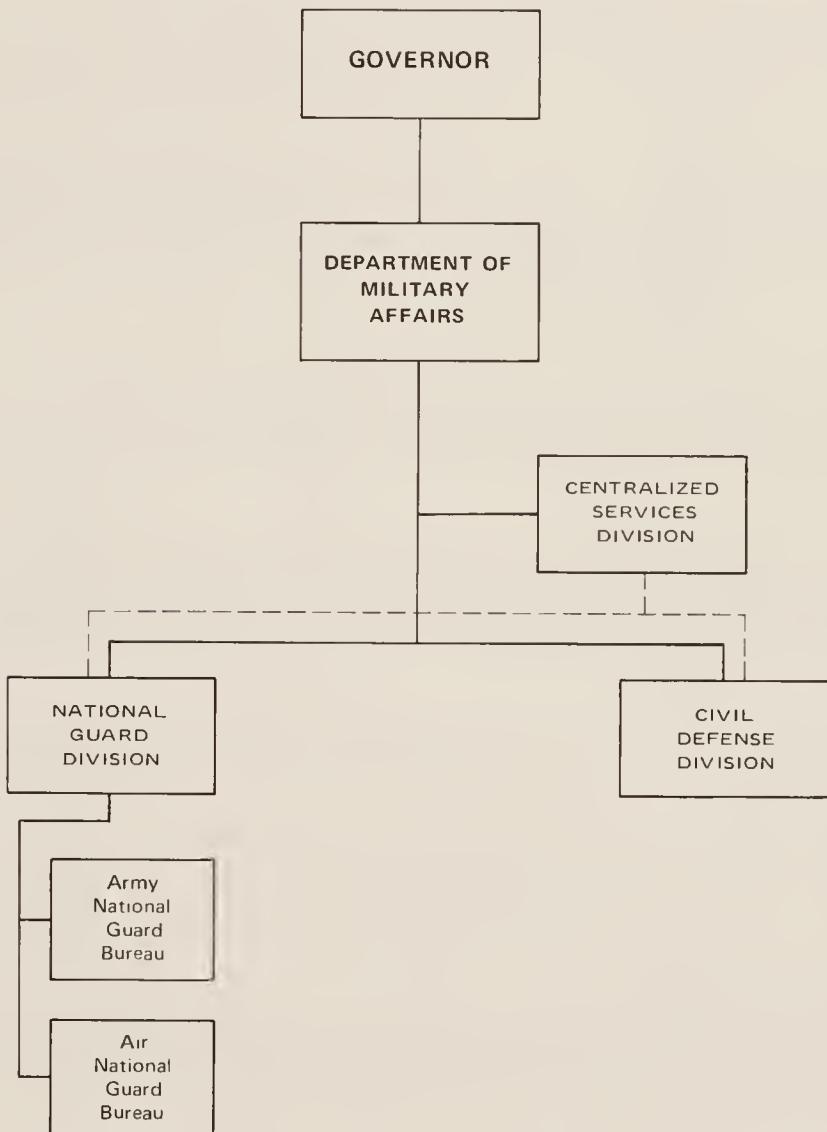
A Central Services Division was established to provide administrative support to the other Divisions of the Department.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department's major responsibilities are to provide: organization and personnel for State emergency duty in the protection of life and property, preservation of peace, and maintenance of order and public safety; trained and equipped National Guard Units to supplement the active Army and Air Force in times of national emergency; and for the survival, relief, and protection in the event of nuclear attack or natural disaster.

DEPARTMENT OF MILITARY AFFAIRS

ORGANIZATION CHART



MAINTAINED THE STRENGTH OF THE NATIONAL GUARD

This was accomplished while the National Guard was experiencing a strength loss nationally. The Air National Guard increased 11.9%.

INSTIGATED TRAINING AT FT. HARRISON

Renovated quarters and firing ranges at Ft. Harrison to provide for training that cannot be accomplished by units at home stations.

OBTAINED UPDATED EQUIPMENT

Exchanged old model equipment for newer model equipment and trained guardsmen in operation and maintenance of the equipment including 123 vehicles, 32 radios, over 2,000 M-16 rifles, 11 new model helicopters, and 20 F106 aircraft.

INSTITUTED NEW TRAINING POLICY

Placed more training responsibility with commanders at all echelons, allowing a hands-on-equipment, team effort, learning process to replace the old lecture type instructions.

CONTINUED EDUCATIONAL ACTIVITIES

Five officers were in pilot training during the year—three more than normal. 290 Air Guard personnel qualified in their career fields as a result of fifty-four classes at Malmstrom AFB. The Apprentice Knowledge Test pass ratio was 91.4%, an all time high for the unit.

REDUCED VOLUME OF FILES

Purged military personnel files of extraneous material in preparation for microfilming.

ASSISTED DISASTER AREAS

Provided assistance with regard to the Glacier County disaster caused by extremely heavy snowfall and to Ravalli County which experienced serious flooding.

PROVIDED ADVISORY ASSISTANCE

Advisory assistance was provided through the services of a licensed architect and engineer employed in this office. Twenty-six counties were provided this advisory assistance resulting in two Emergency Operations Centers presently under construction and seven additional scheduled for construction during fiscal year 1973.

ACQUIRED EXCESS FEDERAL PROPERTY

Excess federal property was procured for various political subdivisions. This property, including generators for emergency power, fire trucks, etc., was acquired for the cost of transportation charges only. It had an original acquisition cost to the Federal government of \$648,020.

DEPARTMENT OF MILITARY AFFAIRS

IMPROVED SHELTERS

Developed and secured local and national approval of revised Community Shelter Plans for six counties within the State. Printed and distributed CSP's to twelve counties. Continued placing shelter signs on unmarked shelters and inspected shelter supplies in shelters throughout the State.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF MILITARY AFFAIRS	<u>1971-72 FY</u>
Administration Program	\$ 71,134
Air National Guard Program	72,259
Army National Guard Program.....	319,872
Civil Defense Coordination Program	<u>350,329</u>
TOTAL	<u>\$813,594</u>

PROGRAM ANALYSIS

ADMINISTRATION PROGRAM

● GOAL

Provide efficient and effective administrative support for the Army National Guard, Air National Guard and Civil Defense programs to include general supervision and centralized services.

● OBJECTIVES

Maintain accurate and effective fiscal records.

Reduce the volume of military personnel files by microfilming.

Provide effective utilization of resources in the day-to-day operation of the Department.

AIR NATIONAL GUARD PROGRAM

● GOAL

Provide an Air National Guard organization at authorized strength, trained and equipped for State emergency duties as directed by the Governor and supplement the active Air Force in times of national emergency.

● OBJECTIVES

Maintain authorized strength with qualified and motivated personnel.

Improve status of training through twelve weekend training assemblies of at least sixteen hours each, annual training for an additional fifteen days, attendance at Air Force Service Schools, on the job training and extension courses.

Update equipment and provide for and stress (by means of effective training) the importance of equipment maintenance.

DEPARTMENT OF MILITARY AFFAIRS

ARMY NATIONAL GUARD PROGRAM

● GOAL

Provide trained and equipped National Guard units for State emergency duties as directed by the Governor and supplement the active forces in times of national emergency.

● OBJECTIVES

Maintain the strength of the Montana Army National Guard with qualified and motivated personnel.

Procure the equipment and supplies required by the National Guard in the performance of their assigned missions.

Provide for and stress (by means of effective training) the importance of equipment maintenance.

Develop and supervise effective training programs designed to develop units to the highest possible readiness posture.

CIVIL DEFENSE COORDINATION PROGRAM

● GOAL

Provide for the survival, relief and protection of Montana's population in the event of nuclear attack or natural disaster.

● OBJECTIVES

Organize and train operational civil defense staffs.

Increase operational capability to assure the continuity of State and local governments in the event of disaster or enemy attack.



DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION \$4,487,235

REVIEW OF REORGANIZATION

The Department of Natural Resources and Conservation was established under the authority of the Executive Reorganization Act of 1971, as of December 20, 1971.

The Grass Conservation Commission, Water Resources Board and State Board of Forestry were abolished and their functions transferred to the new Department.

The functions of the State Board of Health (pertaining to dredge mining regulation) and the Montana Bureau of Mines and Geology (pertaining to strip coal mining regulation) were transferred to the Department.

The former Oil and Gas Conservation Commission became the Board of Oil and Gas and was transferred to the Department for administrative purposes only with the creation of the Oil and Gas Conservation Division.

The functions of the State Soil Conservation Committee were transferred to the Department, however, the Committee continued in an advisory capacity.

The Board of Natural Resources and Conservation was created and functions as a quasi-judicial board.

A centralized services division was created which combined the functions of general and fiscal administration for the Department.

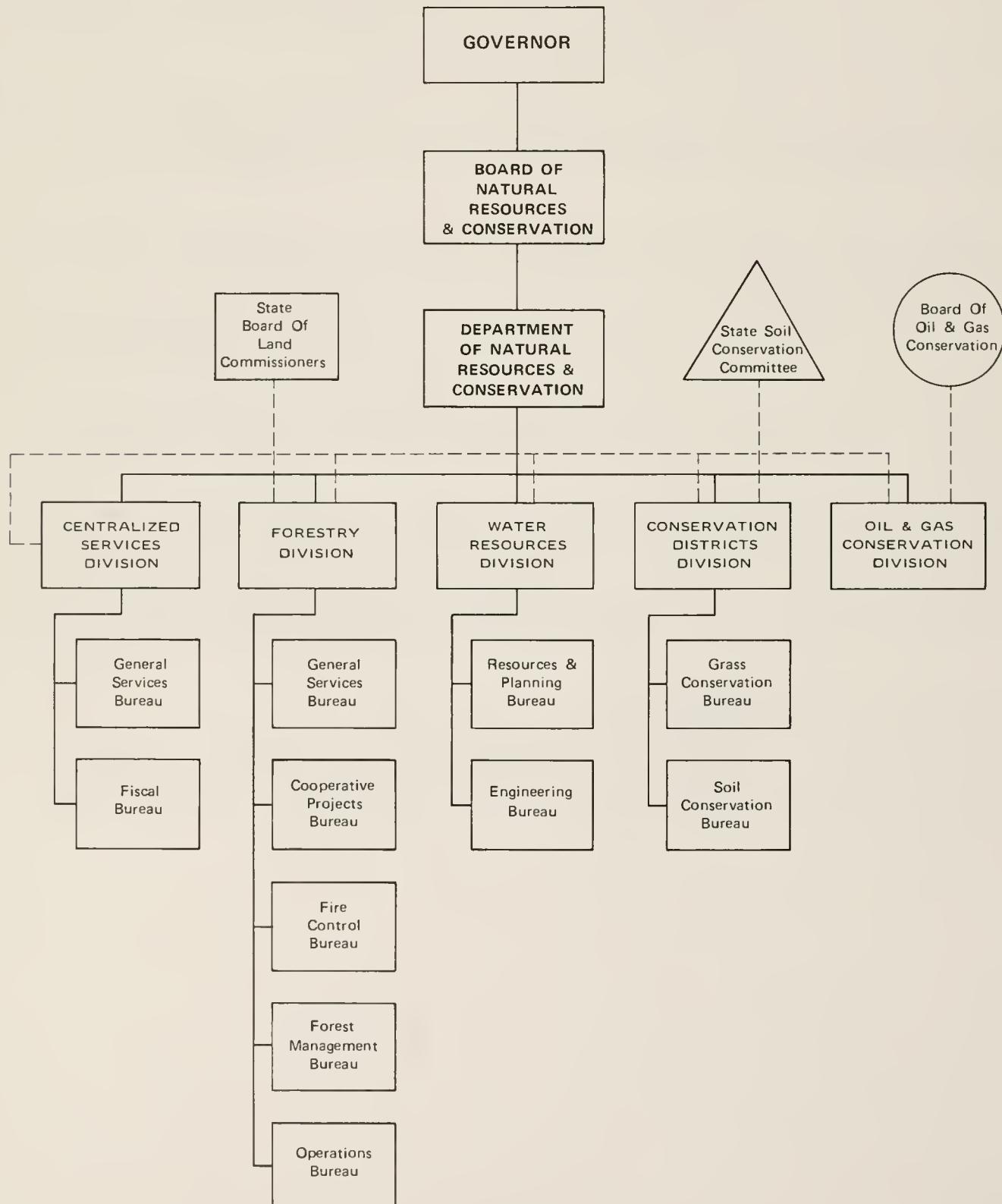
The Council on Natural Resources and Development, the Outdoor Recreation Advisory and Planning Committee, and the Weather Modification Advisory Committee were abolished.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department's major responsibilities are to coordinate the development and use of water resources, to develop, protect and conserve forests on private and State land; to provide for the conservation of soil and soil resources; to promote efficient range management and preservation; and to ensure that the State's oil and gas resources are conserved.

DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

ORGANIZATION CHART



DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

MAJOR ACCOMPLISHMENTS

IMPROVED ADMINISTRATION

The establishment of the new Department under the Executive Reorganization Act afforded a unique opportunity for substantial administrative improvements.

The Department was able to document direct dollar savings of approximately \$142,000 in the six months from December until the end of the 1972 fiscal year. These savings resulted primarily from the centralization of administrative functions, the institution of uniform expenditure controls under a reorganized Department, and the modification of travel and related policies.

APPOINTED ENVIRONMENTAL COORDINATOR

An Environmental Coordinator was appointed, within the Director's Office, for the purpose of coordinating all environmental matters within the Department, and implementing the Montana Environmental Policy Act (MEPA). Divisional environmental coordinators were appointed and department procedures adopted to assist the Environmental Coordinator in carrying out his responsibilities.

In addition, two acts of major environmental importance were drafted; one concerning water use and one concerning forestry practices on private land.

COMPLETED REGIONAL WATER STUDIES

The Department cooperated in completing regional framework studies in the Columbia River Basin in western Montana and the Missouri River Basin in eastern Montana and continued cooperative planning with Wyoming and the U.S. Department of Agriculture on the Wind-Bighorn-Clarks Fork River Basins in south-central Montana.

COMPLETED WATER DEVELOPMENT PROJECTS

The major portion of the Sidney Project, all of the Columbus and Daley Ditches Projects, and 12½% of the Little Dry Project were completed during the year. Expenditures amounted to over \$1,000,000. In addition, inspections were completed on all major dams and several major water delivery structures.

COMPLETED FLOODPLAIN STUDIES

Floodplain delineation studies were essentially completed on the Clark Fork through Missoula, Bitterroot River through Hamilton, East Gallatin River, lower portion of the West Gallatin River near Bozeman, Rock Creek in the vicinity of Ranch Creek near Missoula and Cottonwood Creek through Deer Lodge. In addition, studies were initiated on the Clark Fork below Missoula, the Sun and Missouri Rivers through Great Falls, the lower portion of Sand Coulee Creek near Great Falls and the lower portion of Rock Creek near Red Lodge.

SURVEYED WATER RESOURCES

The Water Resource Division published and distributed water resources survey reports for four counties and initiated a system of cataloging surface water rights.

DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

PROVIDED FIRE PROTECTION PROGRAMS

Under the new rural fire program, the Forestry Division carried on the work in cooperative fire control programs with 17 counties following a pilot program with Meagher County. Thirty-nine fire fighting units have been supplied to county programs and trained fire suppression experts are available upon request in times of emergency.

UNITIZED GAS FIELDS

The South Devon Gas Field in Toole County was unitized and represents the first time in Montana that a gas field was unitized prior to the initiation of production. This set the stage for unitization of a portion of the huge Tiger Ridge Gas Field in Hill and Blaine counties.

Three additional areas in the Bell Creek Field were unitized for secondary recovery operations by water flooding. This completes unitization of the entire Bell Creek Field.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

	<u>1971-72 FY</u>
Centralized Services Program	\$ 338,204
Conservation Districts Supervision Program	27,207
Council on Natural Resources & Development Program*	16,447
Emergency Employment Program	116,591
Fire Protection Program	1,340,160
Forest Management Program	523,410
Grazing District Supervision Program	10,075
Institution Forestry Work Program	40,021
Oil and Gas Regulation Program	211,432
Rangeland Management Program	16,159
Water Engineering Program	1,479,194
Water Resource and Planning Program	323,625
Watershed Planning Program	44,710
 TOTAL	 <u><u>\$4,487,235</u></u>

*Program discontinued as of 12-20-71.

PROGRAM ANALYSIS

CENTRALIZED SERVICES PROGRAM

● GOAL

Increase efficiency in administrative operations to provide the most effective level of support to the other Divisions of the Department.

DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

● OBJECTIVES

Provide a uniform budgeting and accounting system for the Department.

Furnish the general public with pertinent information on major projects being conducted by the Department.

Keep a current inventory of all fixed assets and continually update the inventory of land owned by the Department.

Provide systems analysis and coordinate data processing activities for all Divisions of the Department.

CONSERVATION DISTRICT SUPERVISION PROGRAM

● GOAL

Foster the development and proper management of land by providing supervision and assistance to soil and water conservation districts and their cooperators, as provided in the State Conservation Districts Law.

● OBJECTIVES

Offer assistance as may be appropriate to the supervisors of the soil and water conservation districts and advise the supervisors of the activities and experiences of the other districts.

Secure the cooperation and assistance of Federal and State agencies in the work of such districts.

COUNCIL ON NATURAL RESOURCES AND DEVELOPMENT PROGRAM*

GOAL

Provide effective development, conservation and protection of the State's natural resources.

● OBJECTIVES

Eliminate duplication of overlapping responsibilities and coordinate efforts in the area of natural resources.

EMERGENCY EMPLOYMENT PROGRAM

● GOAL

Provide for transitional public service employment which serves as an economic stabilizer both to ease the impact of unemployment for the affected individuals and to reduce the pressures which tend to generate further unemployment.

● OBJECTIVES

Provide employment to qualifying persons in job areas which will lead to employment or training not supported under the Emergency Employment Act.

*Program discontinued as of 12-20-71.

DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

FIRE PROTECTION PROGRAM

● GOAL

Obtain economical, efficient and acceptable protection from fire damage to the State and privately owned land resources.

● OBJECTIVES

Assist counties in the protection of State and privately owned lands through the development of county fire plans. Provide training, furnish fire suppression leadership and supply material and financial support for major fire situations.

Reduce fuel hazards by utilization of tree harvest and perfect techniques and procedures of burning that minimize air pollution.

FOREST MANAGEMENT PROGRAM

● GOAL

Conserve soil and forest resources; to protect them from tree disease and insect pests; and to provide a maximum sustained income to several school funds.

● OBJECTIVES

Conduct a planned management program on State forest lands which will provide income to State school funds.

Provide technical and practical advice to private woodland owners of the State concerning soil and forest conservation and the establishment and maintenance of woodlots, windbreaks and shelterbelts.

Independently and through cooperation with the Federal Government and private forest land-owners, adopt and carry out measures to control, suppress and eradicate outbreaks of forest insect pests and tree diseases on approximately five million acres of State, private and Federal forest lands.

Develop a program to aid producers and manufacturers of small forest products in finding markets for their products and sources of supply.

GRAZING DISTRICT SUPERVISION PROGRAM

● GOAL

Provide for the conservation, protection, restoration and proper utilization of grass, forage and range resources of the State of Montana.

● OBJECTIVES

Supervise and coordinate the formation and operation of the various grazing districts incorporated under the Grass Conservation Act.

DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION ---

INSTITUTION FORESTRY WORK PROGRAM

● GOAL

Rehabilitate juvenile delinquents through a program of work experience to improve the State forest lands and other capital property under the charge of the Forestry Division.

● OBJECTIVES

Provide on-the-job training in the use of power and hand tools for forestry work, fire suppression and carpentry.

OIL AND GAS REGULATION PROGRAM

● GOAL

Protect and preserve the oil and gas resources of the State and prevent wasteful practices in the recovery of such resources.

● OBJECTIVES

Identify ownership of oil and gas wells and issue drilling permits.

Regulate the drilling, casing, producing and plugging of wells through inspection.

Safeguard against the pollution of fresh water and regulate disposal of salt water and oil field waste.

Promulgate and enforce rules and regulations with regard to oil and gas resource development.

RANGELAND MANAGEMENT PROGRAM

● GOAL

Promote an awareness of rangeland as a resource and of the capability for management of that resource. Increase the economic benefit to be derived from the rangeland resource.

● OBJECTIVES

Develop and implement a State plan to better utilize the present resources of agencies, individuals and organizations and to obtain planning assistance, finances and management to attain the program goal.

Coordinate rangeland management efforts between State and Federal agencies and the private sector.

WATER ENGINEERING PROGRAM

● GOAL

Provide accurate professional assistance to related programs through supervision, inspection and engineering services.

DEPARTMENT OF NATURAL RESOURCES AND CONSERVATION

● OBJECTIVES

Prepare project critiques to evaluate repair needs and the economic feasibilities of continued project activity.

Approve annual operation and maintenance budgets on projects, participate in annual meetings of Water Users Associations and provide engineering services as needed.

Carry out construction work contracts.

Continue the hydrography program and the cooperative water measurement program with the United States Geological Survey.

Continue administration of the Floodplain Management Act and the Groundwater Code.

Provide assistance for water planning activities.

Work toward establishment of a dam safety program.

WATER RESOURCE AND PLANNING PROGRAM

● GOAL

Utilize the water and related land resources of the State to secure maximum economic and social prosperity for its citizens and to protect the waters of Montana from diversion to other areas of the nation.

● OBJECTIVES

Progressively formulate a comprehensive coordinated multiple-use water resources plan for the optimum beneficial utilization of the State's waters, based on a continuing comprehensive inventory of the surface and groundwater resources, and recognizing all beneficial uses.

Secure, and make available to the public and the courts, complete information on water rights and their use in applying water to irrigated lands.

WATERSHED PLANNING PROGRAM

● GOAL

Accelerate water and related resource development, thereby improving overall economic growth through flood prevention, agricultural and municipal water storage, improved water management, drainage, and recreational and wildlife developments.

● OBJECTIVES

Proceed as rapidly as possible in processing watershed project applications through the planning stages and, by using available funds, move approved projects towards construction and completion.



DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL LICENSING \$475,338

REVIEW OF REORGANIZATION

The Department of Professional and Occupational Licensing will be established as of August 1, 1972 in accordance with the Executive Reorganization Act of 1971.

The Department, headed by a Director of Professional and Occupational Licensing, will assume the administrative functions of the twenty-six licensing and regulatory boards.

The twenty-six boards will continue to retain their prescribed statutory functions. The names of the boards will be changed, as required, to "Board of . . ." to provide uniformity. The twenty-six boards are listed below:

Board of Abstracters	Board of Masseurs
Board of Public Accountants	Board of Medical Doctors
Board of Architects	Board of Morticians
Board of Athletics	Board of Nursing Home Administrators
Board of Barbers	Board of Nurses
Board of Chiropodists	Board of Optometrists
Board of Chiropractors	Board of Osteopaths
Board of Cosmetologists	Board of Pharmacists
Board of Dentists	Board of Plumbers
Board of Electricians	Board of Psychologist Examiners
Board of Engineers and Land Surveyors	Board of Real Estate
Board of Hearing Aid Dispensers	Board of Veterinarians
Board of Horse Racing	Board of Water Well Contractors

The Director of Professional and Occupational Licensing is to be appointed by the Governor and is the chief administrative officer of the department. His responsibilities will include supervising all department functions, appointing of impartial legal counsel for each board, appointing individuals for investigation of incidents and the hiring of all personnel.

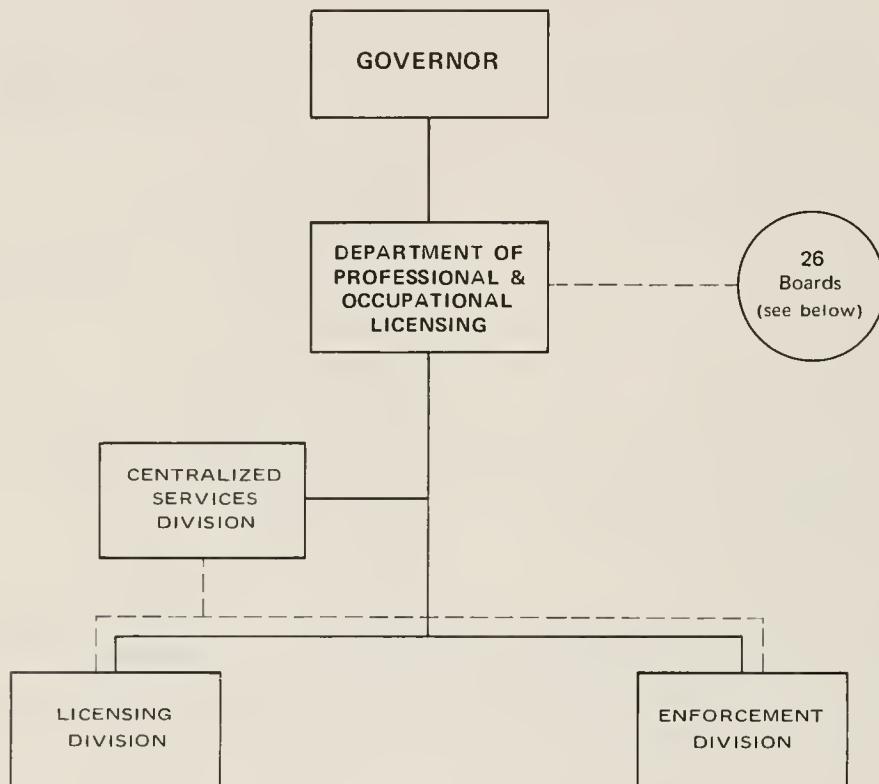
The inspection and code-making functions of the State Electrical Board will be transferred to the Department of Law Enforcement and Public Safety.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Professional and Occupational Licensing's major responsibility is to provide centralized leadership and administrative direction for the licensing and enforcement functions on behalf of the twenty-six professional and occupational licensing boards. The functions of the Department, which are carried out in conjunction with the boards, include promulgation and enforcement of rules and regulations; setting of qualifications and subsequent examination and licensing of applicants; collection of fees; and general supervision of the various professions and occupations.

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL LICENSING

ORGANIZATION CHART (ANTICIPATED)



Board of Abstracters	Board of Masseurs
Board of Public Accountants	Board of Medical Doctors
Board of Architects	Board of Morticians
Board of Athletics	Board of Nursing Home Administrators
Board of Barbers	Board of Nurses
Board of Chiropodists	Board of Optometrists
Board of Chiropractors	Board of Osteopaths
Board of Cosmetologists	Board of Pharmacists
Board of Dentists	Board of Plumbers
Board of Electricians	Board of Psychologist Examiners
Board of Engineers and Land Surveyors	Board of Real Estate
Board of Hearing Aid Dispensers	Board of Veterinarians
Board of Horse Racing	Board of Water Well Contractors

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL LICENSING

MAJOR ACCOMPLISHMENTS

ESTABLISHED NEW EXAMINATION SITES (Board of Public Accountants)

Materially reduced travel expenses for candidates by instituting a program whereby candidates have a choice of examination sites.

RATIFIED THE "NEW EXAMINATION" (Board of Architectural Examiners)

The "new examination", developed by the National Council of Architectural Registration Boards, was ratified by the Board of Architectural Examiners. This action permits the Board to coordinate examination procedures with all other states and territories. The "new examination" will reduce the examination period from four days to two days.

IMPROVED STANDARDS (Board of Chiropractors)

Improved standards regarding the educational requirements and supervised the Seminar for Continuing Education, with eighty-one in attendance.

ADOPTED REVISED RULES AND REGULATIONS (Board of Cosmetology)

Revised rules and regulations were formally adopted by the Board of Cosmetology effective January 1, 1972 and were then published and made available for distribution.

INAUGURATED A MODERNIZED TESTING AND EVALUATING METHOD (Board of Cosmetology)

A new testing and evaluating method for examining applicants for licensure was initiated. The new method is exceedingly beneficial in appraising the knowledge acquired in the profession.

SURVEYED THE CONTINUING EDUCATION REQUIREMENT (Board of Dentists)

The feasibility of implementing a continuing education requirement was evaluated. A survey was conducted among practicing dentists and 80% responded favorably to the proposed program.

INITIATED RECIPROCITY AGREEMENTS (Board of Dentists)

Reciprocity agreements for Dental Hygienist licensing were successfully negotiated with several states.

FORMED ADDITIONAL INSPECTION DISTRICTS (State Electrical Board)

Additional inspection districts were formed reducing the square mile area in each district. This reduction has provided more efficient and faster inspections, resulting in an 11% increase in the number of inspections completed.

UPGRADED CODE ENFORCEMENT (State Electrical Board)

The basic electrical safety standards were better enforced and educational materials were prepared and distributed to inspectors and the interested public to instill an awareness of the hazards of faulty electrical installations.

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL LICENSING

DISCONTINUED UNAUTHORIZED SALES (Board of Hearing Aid Dispensers)

The efforts of the Board of Hearing Aid Dispensers successfully caused the Sears and Roebuck Company, Montgomery Wards and Prestige Enterprises to discontinue selling hearing aids in Montana. This action was necessary because these companies were not examining each patient as required by law.

PROMULGATED NEW RULES (Board of Horse Racing)

New rules of racing were formulated and adopted by the Board of Horse Racing, providing a more effective means for regulating and controlling race meets and racing personnel. The newly adopted rules were designed to better protect the betting public, to eliminate conflicts within previous rules, and to clarify duties, obligations, violations, penalties and other phases of racing to enable future racing meets to operate more efficiently and fairly.

INCREASED THE NUMBER OF PRACTICING PHYSICIANS (Board of Medical Doctors)

A total of seventy-four physicians were licensed to practice in Montana. Currently there are 775 physicians on an active basis.

UPGRADED MEDICAL STAFF IN STATE INSTITUTIONS (Board of Medical Doctors)

All physicians employed by State institutions are licensed either permanently or on a temporary basis until citizenship requirements are met.

UPGRADED RENEWAL APPLICATION PROCEDURES (Board of Nursing)

The renewal application procedures were improved by converting the application files to electronic data processing. This conversion enabled license renewals to be issued automatically and the current status of licensed nurses to be readily available.

ADOPTED REGULATION 1-71 (Board of Pharmacists)

Regulation 1-71 was adopted, reconciling the list of drugs of the Federal Comprehensive Controlled Substances Act with the Montana Dangerous Drug Act.

INCREASED NUMBER OF HOSPITALS WITH LICENSED PHARMACIES (Board of Pharmacists)

With the adoption of Joint Regulation 1-70, enabling the smaller hospital to have a pharmacy under the supervision of a consulting pharmacist, nearly all now have licensed pharmacies.

IMPLEMENTED PROVISIONS OF THE PSYCHOLOGIST EXAMINERS ACT (Board of Psychologist Examiners)

The provisions of the Psychologist Examiners Act passed by the 1971 Legislative Assembly were implemented. The Board of Psychologist Examiners appointed by the Governor promulgated rules and regulations and adopted administrative procedures and forms after reviewing the operations of several other State boards.

REORGANIZED INVESTIGATIVE FUNCTION (Board of Real Estate)

The investigative function pertaining to the real estate laws was reorganized to permit complete investigations of every complaint. Principal parties in the complaint were contacted, depositions

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL LICENSING

taken as required and, when violations existed, hearings were scheduled before the Board of Real Estate.

IMPROVED LICENSING AND TESTING PROCEDURES (Board of Real Estate)

Obtained the services of an educational testing group which developed more uniform licensing procedures and an examination that produces a broader test of the examinee's knowledge of real estate principles and practices.

BROADENED EDUCATION FUNCTION (Board of Real Estate)

The education function of the Board of Real Estate was broadened to upgrade the level of professionalism within the industry and to better inform the public. The increased emphasis in education was accomplished by issuing publications, releasing announcements to news media and appearing before interested groups.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL LICENSING	<u>1971-72 FY</u>
Centralized Services Program	\$ 42,780
Enforcement Program	147,355
Licensing Program	<u>285,203</u>
TOTAL	<u>\$475,338</u>

PROGRAM ANALYSIS

CENTRALIZED SERVICES PROGRAM

● GOAL

Provide, in an effective and efficient manner, support services for the regulatory boards and the major programs of licensing and enforcement.

● OBJECTIVES

Complete the installation of the Statewide Budgeting and Accounting System.

Prepare a records management system.

Compile and update all rules and regulations as directed by the Boards.

Print and disseminate notices, rules or orders as required.

Centralize cash control for the Department.

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL LICENSING

ENFORCEMENT PROGRAM

● GOAL

Protect the public health, welfare and safety by ensuring that only duly licensed practitioners are engaged in the respective professions and that practitioners perform in accordance with statutory laws and rules and regulations of the Boards.

● OBJECTIVES

Organize and maintain a centralized legal regulations division that provides effective, efficient legal counsel.

Maintain complete records of all investigations.

Assist in suspensions and revocations as directed by the Boards.

Inspect licenses, licensees' offices, businesses and schools as directed by the Boards.

LICENSING PROGRAM

● GOAL

Provide the services necessary to assure that persons granted licenses for practicing specified professions are qualified in accordance with statutory laws and the rules and regulations of the Boards.

● OBJECTIVES

Prepare, conduct and grade examinations as specified by the Boards.

Process all applications for examinations and licenses in a timely manner.

Maintain a current file of all licenses and applicants.

Conduct continuing education programs as specified by the Boards.

Conduct a feasibility study on two or three year renewals versus annual renewals and investigate the possibility of automating the renewal program.



DEPARTMENT OF PUBLIC SERVICE REGULATION

\$364,405

REVIEW OF REORGANIZATION

The Department of Public Service Regulation was established under the authority of the Executive Reorganization Act of 1971, as of September 9, 1971.

The Public Service Commission and its functions were continued and the Commission was appointed the Department head.

Members of the Board of Railroad Commissioners ex officio, Public Service Commission, before the effective date of reorganization, continued as members of the Public Service Commission for the remainder of their terms.

The Board of Railroad Commissioners was abolished and its functions transferred to the Public Service Commission.

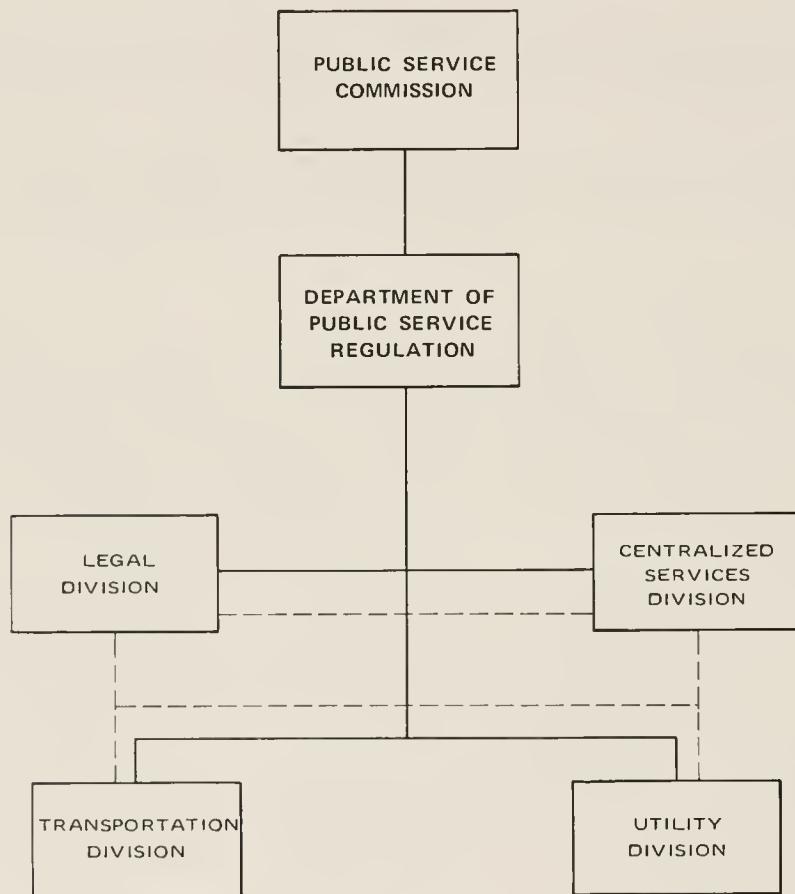
OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Public Service Regulation is responsible for regulating rates and services of the railroads, motor carriers, pipelines and public utility companies subject to its jurisdiction.

Its major goal is to assure the consumer of safe and adequate transportation and utility services at just and reasonable rates.

DEPARTMENT OF PUBLIC SERVICE REGULATION

ORGANIZATION CHART



DEPARTMENT OF PUBLIC SERVICE REGULATION

MAJOR ACCOMPLISHMENTS

ENFORCED NATURAL GAS SAFETY PROGRAM

All natural gas systems are complying with the rules and regulations that the Commission adopted from the D.O.T. Office of Pipeline Safety.

REGISTERED LIVESTOCK HAULERS

Commercial livestock haulers have registered their authority and are complying with the rules and regulations of the Commission.

COMPLIED WITH FEDERAL PRICE COMMISSION REGULATIONS

Codified the Commission's standards for evaluating filings for rate increases in relation to the regulations of the Federal Price Commission issued under the authority of the Economic Stabilization Act of 1970, subject to exemptions issued by the Cost of Living Council.

CONFORMED TO PUBLIC LAW 89-170

The Commission abolished the metal plates for each "for hire" vehicle and adopted the use of stamps affixed to uniform cab cards with assessed fee of \$5.00. Commencing January, 1972 all "for hire" motor carriers were to operate on a calendar year basis.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF PUBLIC SERVICE REGULATION	<u>1971-72 FY</u>
Public Service Regulation Program	<u>\$364,405</u>
TOTAL	<u>\$364,405</u>

PROGRAM ANALYSIS

PUBLIC SERVICE REGULATION PROGRAM

● GOAL

Assure safe and adequate transportation and utility services at a reasonable cost through the regulation of the transportation and public utility industries in Montana.

● OBJECTIVES

Maintain and improve freight, transportation and utility services through public hearings, staff investigations, audits, inspections and handling consumer complaints.

**REVIEW OF REORGANIZATION**

The Department of Revenue was established under the authority of the Executive Reorganization Act of 1971, as of August 9, 1971.

The Department of Revenue headed by the Board of Equalization, retained those functions previously assigned to the Board. In addition, the functions of the Secretary of State pertaining to the rural electric and telephone cooperatives license tax were transferred to the Department.

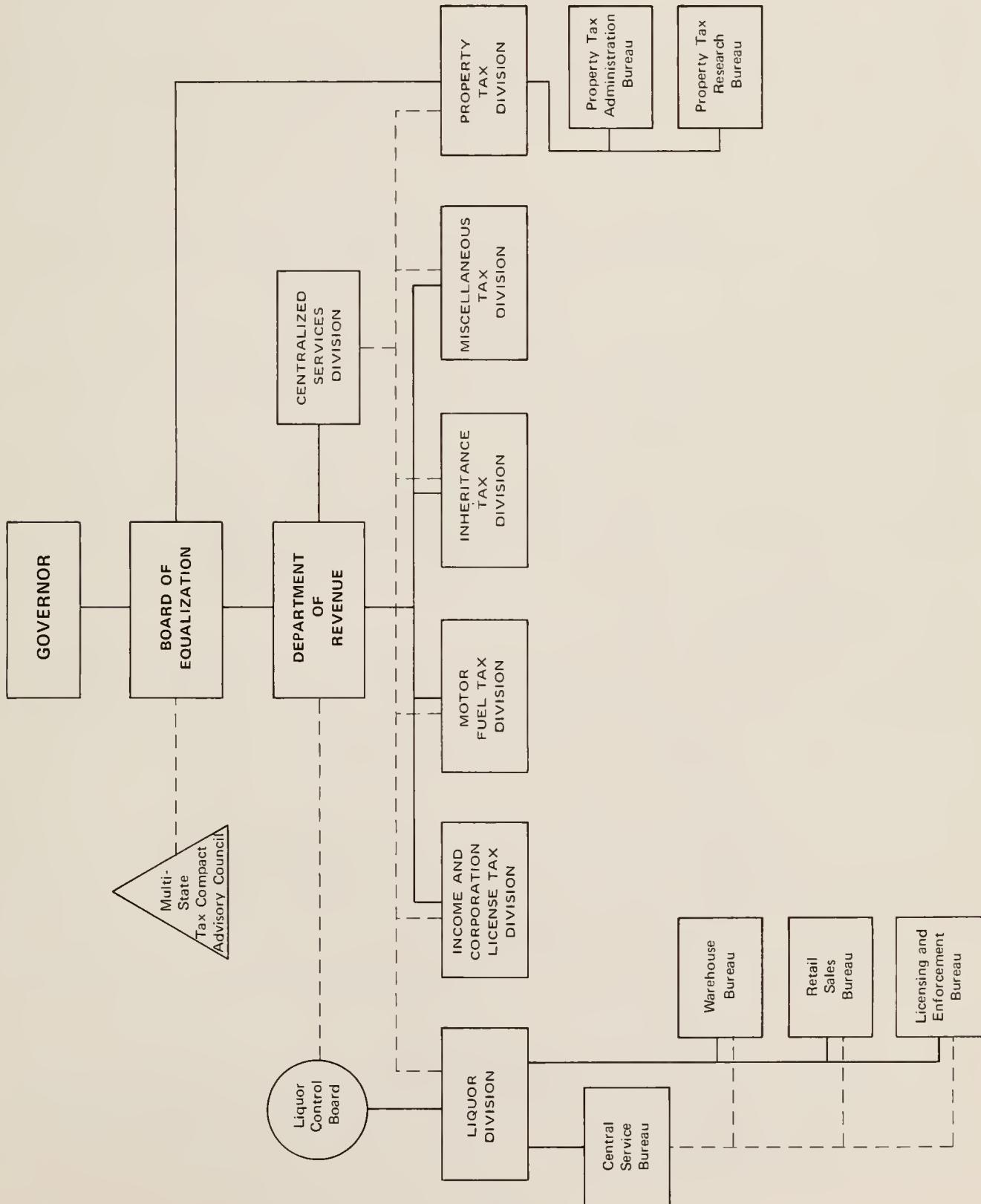
The Director of Revenue was created as the chief administrative officer of the Department. The Director's responsibilities include preparing revenue estimates and studying fiscal problems and tax structures for submission to the Governor and the Legislative Assembly as requested.

The Montana Liquor Control Board was transferred to the Department for administrative purposes only, however, by Executive Order #3-71 all authority vested in the Department was returned to the Liquor Control Board.

The Multistate Tax Compact Advisory Committee was abolished statutorily and now functions by administrative action as an advisory council.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Revenue's major responsibility is to collect revenues to support the operations of State and local government. The execution of this responsibility includes the supervision of property tax collections made by counties; assessment of inter-county property; collection of tax levies including personal income tax, corporate license tax, cigarette and tobacco tax, motor fuel tax and inheritance and estate tax; and the regulation of and collections relating to liquor sales through the administration of the Liquor Control Board.



DEPARTMENT OF REVENUE**REVIEWED STATE AND LOCAL TAX STRUCTURES**

A number of specialized studies, including a study of the Corporation License Tax, were initiated. It is hoped that these studies will result in meaningful legislative proposals effecting tax equity and taxpayer compliance.

REVIEWED REVENUE ESTIMATES

A qualified revenue analyst has been employed within the Department of Revenue to study the revenue implications of the existing tax structure and to develop viable alternative tax policies.

REDUCED COSTS BY \$10,000

The data processing programs used by the Income Tax program were reviewed resulting in a cost reduction of approximately \$10,000 by the discontinuance of non-used reports.

EMPLOYED HIGH SCHOOL STUDENTS

Employed Helena High School students to assist with the processing of Income Tax returns. The initiation of this program resulted in a direct cost reduction of \$7,000 (Department employees have done this work in past years through a comp time arrangement) and accelerated normal refund processing by thirty days. Key high school students were employed through the summer in various divisions, and will provide a trained nucleus for next year's program.

REVISED COMPUTER AUDIT ROUTINES

A study of income tax returns selected for audit by computer revealed that thirty-six percent of the rejected returns contained no errors that affected tax liability. The rejection factors were incorporated in the computer program itself. Revision of the program has caused the number of invalid rejections to be materially reduced, thereby concentrating audit effort on legitimate rejections. Approximately one man-year of audit staff has been saved.

ESTABLISHED A CORPORATION FIELD AUDIT

A re-ordering of positions and priorities within the Department has resulted in the establishment of a field audit program. This function is currently staffed by two qualified auditors trained by the Multistate Tax Commission. These auditors concentrate on audits of multistate firms doing business in Montana for State purposes and cooperate in joint audits with the Multistate Tax Commission audit staff. As a comparison, the Multistate-conducted audits during the previous three years have resulted in tax assessments of \$40,785 while the Field Audit Program in existence less than one year has already developed assessments of \$46,213.

ASSUMED UNCLAIMED PROPERTY AND ESCHEATED ESTATE FUNCTIONS

The Unclaimed Property and Escheated Estate functions were transferred from the State Treasurer's office on July 1, 1971. A concentrated effort was made to locate and collect unclaimed property with collections being twice that of fiscal year 1971. A new accounting system and procedural changes have been effected.

DEPARTMENT OF REVENUE

LIQUOR CONTROL BOARD

INCREASED GROSS SALES, NET REVENUE AND DISTRIBUTIONS

Gross sales for the 1971-72 fiscal year totaled \$35,297,108 exceeding those of the previous fiscal year by \$3,679,813: an increase of 12%. Net revenue from sales shows an increase of \$1,398,607 over the previous fiscal year, despite inflationary increases in operating costs, *i.e.*, freight, utilities, salaries and employee benefits, and lease rentals.

A record amount of \$14,566,522 was distributed with \$12,487,915 going to the General Fund and \$2,078,607 apportioned to cities and towns.

IMPROVED RESALE PURCHASES PROGRAM

Accelerated our direct import purchases to improve in-transit time. Initiated liaison with the Public Service Commission to obtain the most economically feasible freight rates. Under Executive Re-organization, eliminated the position of purchasing agent.

STREAMLINED LICENSING AND REGULATING PROCEDURES

Requests for and issuance of new licenses increased. To compliment this increase, procedures were effected to streamline the renewal process and the investigation process.

REVIEWED PROCEDURES FOR THE QUOTA SYSTEM

Initiated a system to accurately record changes in the quota system on a monthly basis. Current experience indicates that more detailed information is needed, and should be incorporated at the time the review of the quota system is completed.

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF REVENUE	1971-72 FY
Centralized Services Program.....	\$ 247,165
Income & Corporation License Tax Program.....	645,585
Inheritance Tax Program	49,413
Miscellaneous Tax Program	113,245
Motor Fuel Tax Program	234,365
Property Tax Program	<u>190,097</u>
SUB TOTAL	\$ <u>1,479,871</u>

LIQUOR CONTROL BOARD

General Administration Program	\$ 2,529,003
Merchandising - Resale Purchases Program	20,322,891
Merchandising - State Liquor Stores Program	2,468,334
Merchandising - Warehouse Operations Program	217,502
Regulating Program	<u>135,642</u>
SUB TOTAL	\$ <u>25,673,372</u>
GRAND TOTAL	\$ <u>27,153,243</u>

DEPARTMENT OF REVENUE**CENTRALIZED SERVICES PROGRAM****● GOAL**

Provide for complete and uniform assessment of property and provide taxpayers an administrative remedy in disputes with county and State tax officials; provide effective administrative services to all programs in the Department; and develop accurate tax revenue estimates together with recommendations for viable tax policy alternatives.

● OBJECTIVES

Accomplish a legal and equitable assessment of property under the direction of the Board of Equalization.

Maintain revenue and expenditure data and process timely all documents received in the Department.

Provide personnel, budgeting, legal services, and staff and management training for all programs in the Department.

Publish meaningful tax estimates and studies for use by the Governor and the Legislative Assembly.

INCOME AND CORPORATION LICENSE TAX PROGRAM**● GOAL**

Collect no more and no less than the taxes legally due the State as specified in applicable statutes.

● OBJECTIVES

Minimize the number of erroneous returns filed.

Minimize delinquencies in filing and in payment of taxes.

Collect all assessed, but unpaid taxes.

Refund overpayments of tax in a timely manner.

INHERITANCE TAX PROGRAM**● GOAL**

Collect for the State the maximum amount of inheritance taxes under existing laws. Collect and hold unclaimed property and escheated estates as provided by law.

● OBJECTIVES

Continue to review forms, procedures, accounting and auditing to improve the quality and quantity of work and to minimize increasing costs.

DEPARTMENT OF REVENUE

MISCELLANEOUS TAX PROGRAM

● GOAL

Collect the amount of tax or license fee due the State under existing law and continue the enforcement of minimum cigarette prices.

● OBJECTIVES

Effectively collect and accurately record each of the twenty-three taxes or license fees administered.

Continue the audit program throughout the State to insure that cigarette prices are maintained at or above the minimums established by statutory formula.

Continue the cross training program to familiarize each employee with all the functions under the Miscellaneous Tax Division including related tax laws.

MOTOR FUEL TAX PROGRAM

● GOAL

Insure that all taxes under this program are administered according to law.

● OBJECTIVES

Examine and audit taxpayer accounting systems and records to assure the payment of all taxes.

Develop an efficient and effective licensing program unencumbered with complex forms and procedures for compliance.

Establish accurate accounting systems for utilization in the collection of delinquent taxes.

PROPERTY TAX PROGRAM

● GOAL

Uphold the statutory and constitutional mandate to secure fair, just and equitable valuation of all taxable property by strengthening and improving all programs relating to the administration and implementation of the property tax laws.

● OBJECTIVES

Continue and expand the appraisal training school for assessors, county commissioners, county appraisers and others concerned with the principles and techniques of real and personal property assessments.

Encourage full and open cooperation with county tax authorities.

Propose and support legislation leading to the creation of higher standards of competency for assessors and appraisers.

Continue to press for and to further explain the critical need for a "Realty Transfer Act" in the assessment process.

DEPARTMENT OF REVENUE

LIQUOR CONTROL BOARD

GENERAL ADMINISTRATION PROGRAM

● GOAL

Provide for the day-to-day management of the Board's activities and assure the adherence to the Board's policies and directives.

● OBJECTIVES

Improve internal auditing procedures.

Upgrade the accounting system to conform with modern procedures and generally accepted accounting principles.

Re-evaluate the revenue reporting system and improve the expenditure reporting system to be in accordance with the Statewide Budgeting and Accounting System.

MERCHANDISING – RESALE PURCHASES PROGRAM

● GOAL

Purchase all liquor to be subsequently sold within the State in an expedient and economical manner in accordance with established inventory guidelines.

● OBJECTIVES

Maintain the optimum stock turnover ratio by improving purchasing guidelines.

Continually evaluate the inventory composition to identify and discontinue products not meeting the minimum turnover criterion.

Maintain and improve an ordering plan that results in placing more of the liquor stock in transit.

MERCHANDISING – STATE LIQUOR STORES PROGRAM

● GOAL

Provide for the sale of liquor to the general public and licensed retail distributors in Montana through State operated vendor stores and commission stores.

● OBJECTIVES

Adjust store inventories to a level and variety that provides a reasonable level of customer satisfaction.

Modernize financial record keeping processes to eliminate workload unnecessarily generated.

Develop and implement a policy to assure that store personnel are responsive to the Liquor Control Board.

Establish workable criteria to equitably determine the staff necessary to effectively operate the various State Liquor Stores.

DEPARTMENT OF REVENUE

MERCHANDISING – WAREHOUSE OPERATIONS PROGRAM

● GOAL

Provide, in an efficient manner, the unloading of liquor merchandise received; storing of liquors; and assembling and loading of liquor orders for shipment to various State stores.

● OBJECTIVES

Increase the efficiency of warehouse operations through improved merchandise handling techniques.

Continue to revise and realign receiving and shipping to alleviate problems encountered with increasing liquor volumes.

Maintain a reasonable reaction time in response to individual State store requirements.

REGULATING PROGRAM

● GOAL

Provide for the issuance and renewal of beer and liquor licenses to distillers, wholesalers and retail dealers in accordance with existing statutes governing the quota system.

● OBJECTIVES

Develop guidelines to more efficiently and accurately control inspection activities and reporting procedures.

Review the quota system to determine the effect of annexation and extension of city limits on existing licensed establishments and provide a means for continual up-date.

Up-date and improve existing forms and procedures for handling new applications and renewals.



DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES—\$42,679,872

REVIEW OF REORGANIZATION

The Department of Social and Rehabilitation Services was established under the authority of the Executive Reorganization Act of 1971, as of November 1, 1971.

The Department of Public Welfare and its units, including the State Board of Public Welfare and the State Administrator of Public Welfare, were abolished and their functions, except the quasi-judicial functions transferred to the Board of Social and Rehabilitation Appeals, were transferred to the Department.

The Division of Vocational Rehabilitation under the jurisdiction of the State Board of Education and the Council on Human Resources, were abolished and their functions were transferred to the Department.

The Commission on Aging was abolished and its functions, except the quasi-judicial functions transferred to the Board of Social and Rehabilitation Appeals, were transferred to the Department.

The functions of the State Board of Education, pertaining to vocational rehabilitation, except the quasi-judicial functions transferred to the Board of Social and Rehabilitation Appeals, were transferred to the Department.

The county departments of public welfare, including the county boards of public welfare, were continued and are under the supervision of the Department.

The Veterans' Welfare Commission and its functions were continued. However, it was renamed the Board of Veterans' Affairs and was transferred to the Department for administrative purposes.

The Board of Social and Rehabilitation Appeals was created as a quasi-judicial board and transferred to the Department for administrative purposes only.

The following agencies were abolished:

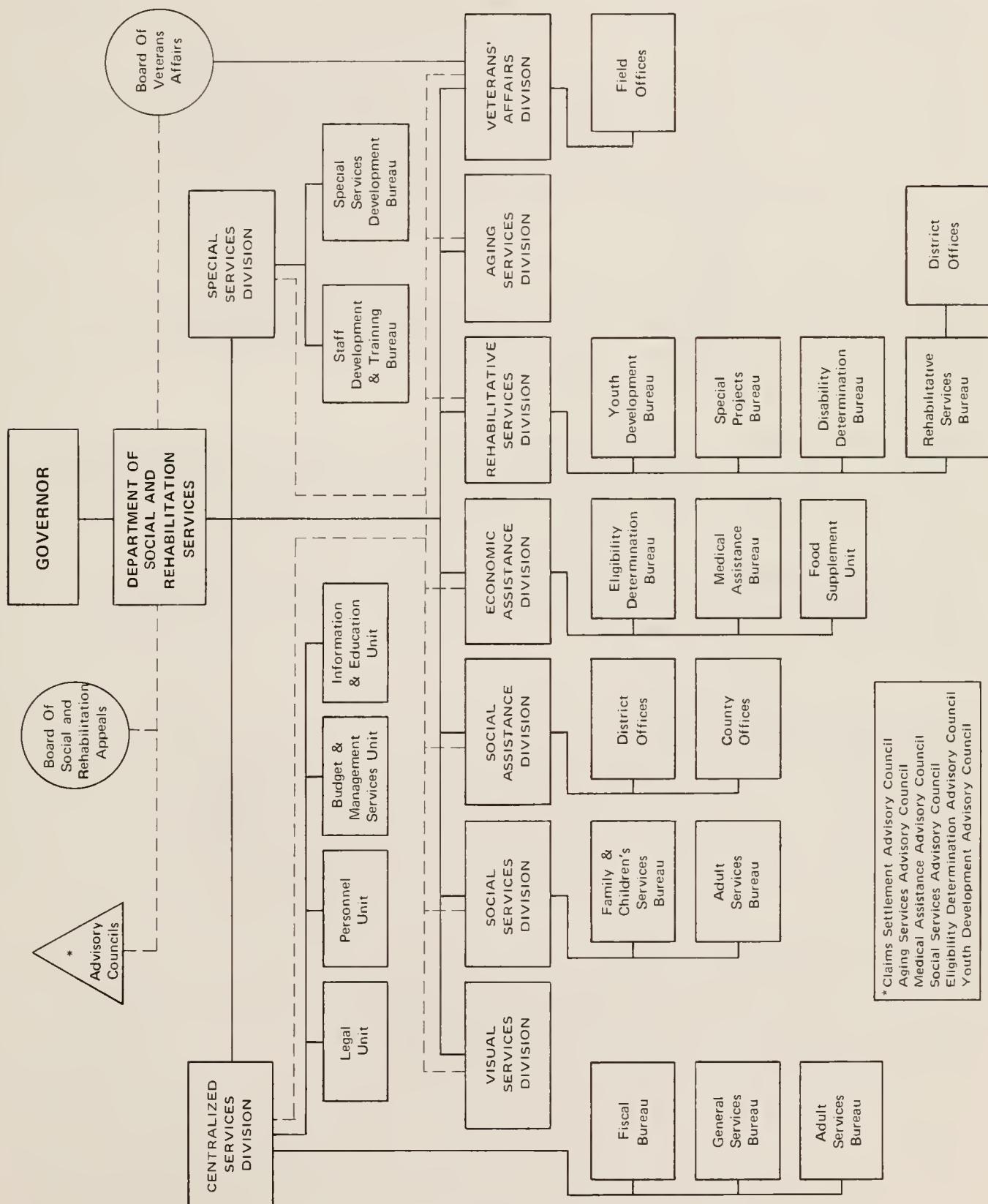
- Day Care Advisory Council
- Personnel Committee of the Department of Public Welfare
- Educational Leave Committee of the Department of Public Welfare
- Advisory Committee on Children and Youth of the Council on Human Resources
- Medical Assistance Advisory Council

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department of Social and Rehabilitation Services' major responsibilities are to provide the necessities of life compatible with decency and health, to provide medical assistance to needy individuals who qualify, and to help needy people with casework services for self-care and self-support. The Department is also responsible for providing services to children and adults in danger of abuse or exploitation; helping blind and partially blind individuals to become rehabilitated so they can earn a living and gain self-confidence and independence; assisting senior citizens to prepare for and enjoy the life-style of retirement; providing rehabilitation services to promote the restoration of handicapped Montanans to their fullest physical, mental, vocational and social usefulness; and helping veterans and their dependents in all matters concerning Veterans Administration affairs.

DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

ORGANIZATION CHART



MAJOR ACCOMPLISHMENTS

PROVIDED ECONOMIC ASSISTANCE

Economic assistance, in the form of money payments, medical care and food supplements, was provided to an average of 30,957 persons per month. In addition, all nursing homes in the Medicaid Program were certified as to their capabilities; the Medicaid Program was established in State institutions; a program was initiated for early screening and preventive medical attention for all Medicaid children; a diesel truck was purchased to haul surplus food shipments to recipients at a cost below commercial shipping; and increased efficiency was achieved by the opening of a new warehouse facility in Helena.

PROVIDED ADDITIONAL SERVICES FOR AGING

Thirty-six additional senior service centers were funded, bringing the State total to sixty. A specialist in the Retired Senior Volunteer Program was sponsored to develop a program for Montana. In addition, a Governor's Conference on Aging was sponsored and the White House Conference on Aging was attended in Washington, D.C.

IMPLEMENTED THE YOUTH DEVELOPMENT PROGRAM

The Youth Development Program began in July, 1971 with an initial grant of \$300,000 from the Department of Health, Education and Welfare. During the year five community bases of operation were established in Shelby, Polson, Wolf Point, Glendive and Lewistown.

PROVIDED VISUAL SERVICES TO MORE PEOPLE

Over 100 cases of visual problems were rehabilitated and over 180 cases per month received assistance through Aid to the Needy Blind. In both areas, there was a substantial increase over the previous year.

PROVIDED REHABILITATIVE SERVICES

Services were provided to a total of 5,472 individuals, an increase of 413. A total of 1,041 individuals were rehabilitated. Educational rehabilitation was processed for 2,390 persons and physical rehabilitation was processed for 1,059 (increases of 333 and 210 respectively). In addition, the case processing time for disability claims was shortened; five community bases of operation and two field offices were established; Rehabilitation Action Committees were established and operated statewide; and substantial progress was made toward a comprehensive rehabilitation center for the State with the opening of the Community Hospital in Missoula.

PROMULGATED PROBLEMS OF YOUTH

The Montana Advisory Council on Children and Youth proposed a Constitutional Bill of Rights section for children and prepared five one-minute TV public service announcements to help increase adult awareness of the problems of children and youth.

DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES	<u>1971-72 FY</u>
Disability Determination Program	\$ 211,945
Economic Assistance Program	32,142,588
Eligibility Determination Program	2,315,515
Rural America Program	189,499
Services to the Aged Program	198,198
Social Services Program	4,094,042
Veterans Affairs Program	171,792
Visual Services Program	495,722
Vocational Guidance Program	<u>2,860,571</u>
TOTAL	<u>\$42,679,872</u>

PROGRAM ANALYSIS

DISABILITY DETERMINATION PROGRAM

● GOAL

Provide prompt disability decisions to Montana residents applying for Social Security Disability Benefits who are no longer able to engage in substantial gainful activity due to physical or mental impairments.

● OBJECTIVES

Determine the extent of an individual's medical disorder, the severity and duration.

Document completely all medical and vocational aspects of the application before a decision is made and reach a decision in a timely manner.

Insure quality decisions by increased case review and appraisal activities.

ECONOMIC ASSISTANCE PROGRAM

● GOAL

Provide a standard of living compatible with decency and health through financial assistance, medical assistance and food supplements to needy Montana people.

● OBJECTIVES

Establish policy for the administration of the following programs: Old Age Assistance, Aid to Dependent Children, Aid to the Needy Blind, Aid to the Permanently and Totally Disabled, General Assistance, Medical Assistance, Food Stamps and Commodity Distribution.

Provide a statewide uniform system of determining eligibility.

Provide equal treatment to persons in similar circumstances.

DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

Provide prompt money payment to those found eligible.

ELIGIBILITY DETERMINATION PROGRAM

● GOAL

Provide a statewide uniform determination of eligibility for the programs of Old Age Assistance, Aid to Disabled, Aid to Dependent Children and Aid to Needy Blind.

● OBJECTIVES

Provide equal treatment to persons in similar circumstances in determining eligibility and service people as quickly as possible.

Supervise and supply information to county departments to facilitate their efforts in eligibility determination.

RURAL AMERICA PROGRAM

● GOAL

Reduce community youth alienation by decreasing premature, inappropriate labeling and by increasing government involvement in the area of youth services.

● OBJECTIVES

Prevent juvenile delinquency through youth involvement and youth development programs.

Help youth-serving agencies and institutions to help themselves so that youth might be better served.

SERVICES TO THE AGED PROGRAM

● GOAL

Provide a healthy and enjoyable environment for the senior citizens of Montana and provide the services necessary for the transition into a life of retirement.

● OBJECTIVES

Administer Federal grants for social, employment and recreational projects for Montana's senior citizens.

Continue to establish senior citizen centers in various cities throughout the State.

Provide liaison with all other State planning efforts on health needs, nutrition, transportation and recreation.

Disseminate information to elderly people to inform them of programs and services that are available.

SOCIAL SERVICES PROGRAM

● GOAL

Provide public social services directed toward achieving, to the extent possible, social rehabilitation, self-care and economic independence for each individual and family.

DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

● OBJECTIVES

Provide counseling services to all eligible individuals and families.

Strengthen child care services for the children whose mothers work outside the home or are receiving training for work.

Provide services related to home economics, health needs, legal problems, prevention of birth outside of wedlock and the needs of children.

Keep as many children as possible in their own home or place children in facilities outside of their own home on a temporary or permanent basis as necessary.

Provide programs to enable aged and disabled persons to remain in their own homes.

VETERANS AFFAIRS PROGRAM

● GOAL

Assist veterans and their dependents in obtaining Federal benefits due them from the Veterans Administration.

● OBJECTIVES

Assist every veteran or his dependents with the filing of claims for benefits to which they are entitled.

Provide itinerate service to each county of the State.

Act as the veterans or dependents accredited representative before the Veterans Administration as required.

VISUAL SERVICES PROGRAM

● GOAL

Provide rehabilitation and other services to individuals who are blind, partially blind, or who may be losing their sight, so that those individuals may function at the most attainable level of independence.

● OBJECTIVES

Provide services which will assist each individual to reach his fullest degree of independence.

Assist clients who are employable to become employed and thereby enable them to earn a living for themselves and their families.

DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

VOCATIONAL GUIDANCE PROGRAM

●GOAL

Provide rehabilitation services to handicapped individuals, whose disability interferes with their retaining gainful employment, in order to restore the person to his fullest physical, mental, vocational and social usefulness.

●OBJECTIVES

Provide services to handicapped individuals who can reasonably be expected to benefit from rehabilitation services.

Insure effective establishment and utilization of rehabilitation facilities and special rehabilitation projects.

Increase the number of Industrial Accident beneficiaries and Social Security beneficiaries served and successfully rehabilitated.

Develop a comprehensive rehabilitation center in a major population area.



DEPARTMENT OF STATE LANDS

\$668,402

REVIEW OF REORGANIZATION

The Department of State Lands was established under the authority of the Executive Reorganization Act of 1971, as of August 1, 1971.

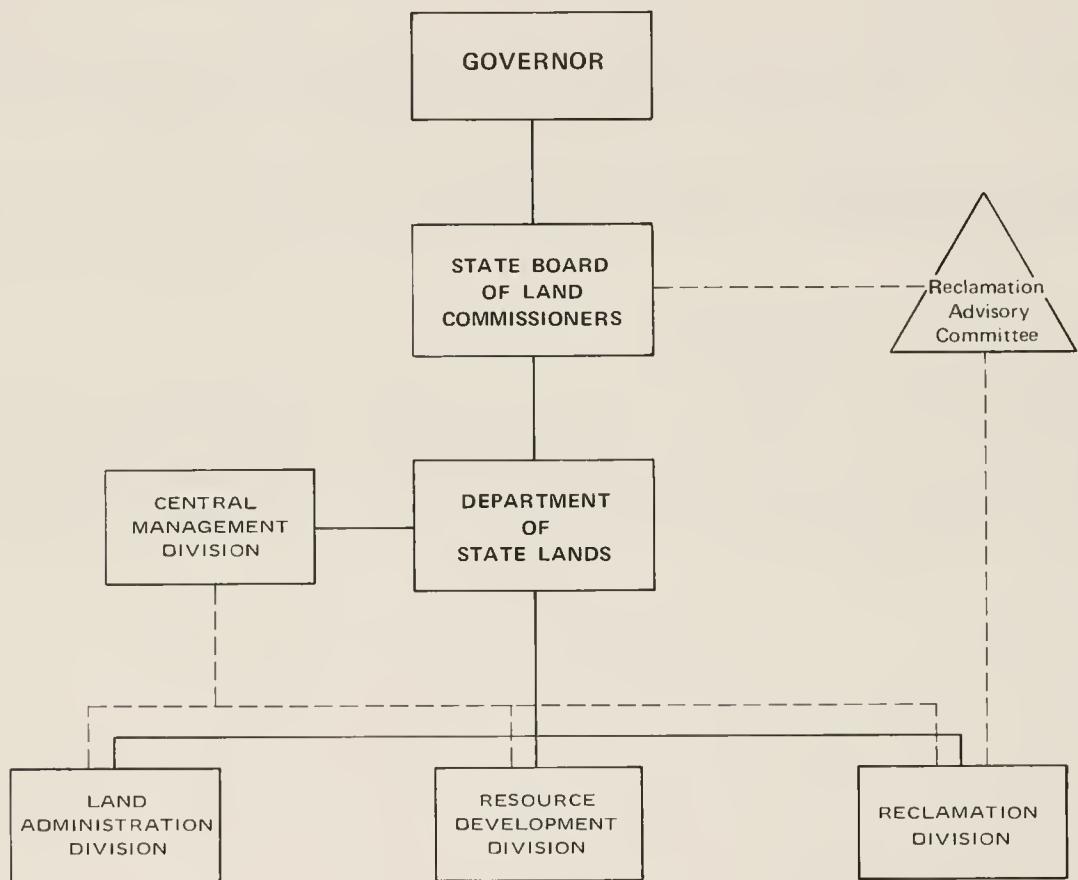
The State Board of Land Commissioners was designated as the Department head. The functions of the Board, except the investment functions transferred to the Board of Investments, were continued in the Board.

The Department of State Lands and Investments and the Office of Commissioner of State Lands and Investments were abolished and their functions transferred to the Department.

The position of Commissioner of State Lands was created. The Commissioner serves as the chief administrative officer of the Department performing those functions delegated by the Board.

OVERVIEW OF MAJOR RESPONSIBILITIES

The Department's major responsibilities include the management of lands, granted to the State by the Federal government, to achieve maximum sustained return for the trust; the development of State land to increase its value; the lease of State lands for grazing, agricultural and mineral uses; the sale of State land and minerals when deemed advisable; and the administration of laws pertaining to mined-land reclamation.



REVERTED SUBSTANTIAL AMOUNTS TO THE GENERAL FUND

By implementing modern clerical techniques, better accounting procedures and more effective fiscal control, more than \$18,000 was reverted to the General Fund.

ESTABLISHED A DOUBLE-ENTRY ACCOUNTING SYSTEM

A double-entry, manually maintained accounting system was developed and implemented. This new system was developed in cooperation with Department of Administration personnel to insure compatibility with the new Statewide Budgeting and Accounting System.

COMPLETED LISTING OF STATE LAND

The first tract-by-tract listing of all State land was completed. The new listing itemizes State land by size, description, grant authority, county and carrying capacity.

IMPLEMENTED THE NEW RECLAMATION ACTS

The reclamation laws passed by the 1971 Legislative Assembly requiring that lands disturbed by mining activity be restored to a productive, beneficial condition were effectively implemented. This implementation included: promulgating rules and regulations; recruiting a staff proficient in fields of mining geology, range management and wildlife management; and requiring new mining techniques to assure better reclamation.

TRANSFERRED INVESTMENT AUTHORITY

The investment authority vested in the Commission was transferred to the Board of Investments, in accordance with the Executive Reorganization Act of 1971. The transfer was made in an orderly manner and substantially increased the yield on investments for the Trust and Legacy Fund.

APPRAISED 1,700 SURFACE LEASES

Field appraisals of 1,700 surface leases or nearly 20% of the total were made. These appraisals enabled us to remain current, that is, appraising each tract of State land prior to lease renewal.

UPGRADED STATE LAND

Resource development projects valued at \$187,511 were completed or contracted to preserve or enhance the State land resource.

FOCUSED PUBLIC ATTENTION ON COAL DEVELOPMENT

Public attention was focused on the problems of coal development. In addition, Federal agencies were urged to assert more positive control over the mining activities on public lands.

DISCOVERED THE ACTIVITIES OF ZWEIFEL ENTERPRISES

By evaluating the file of certificates of claim location, the activities of Zweifel Enterprises were discovered and referred to the Attorney General for legal action.

DEPARTMENT OF STATE LANDS

PROGRAM INVENTORY AND COST SUMMARY

DEPARTMENT OF STATE LANDS	<u>1971-72 FY</u>
Central Management Program.....	\$262,496
Land Administration Program	108,786
Reclamation Program.....	62,067
Resource Development Program.....	235,053
TOTAL	<u>\$668,402</u>

PROGRAM ANALYSIS

CENTRAL MANAGEMENT PROGRAM

● GOAL

Provide the necessary clerical and accounting services for the effective management of State lands.

● OBJECTIVES

Develop written departmental policies to establish clear lines of authority within the Department.

Continue to evaluate Department procedures to assure prompt and efficient handling of administrative business.

Maintain and improve fiscal control over budget authorizations and monies held in trust for various institutions, schools and school systems in the State.

LAND ADMINISTRATION PROGRAM

● GOAL

Manage all State trust lands, including adequate appraisals and supervision, to secure the optimum advantage for the State.

● OBJECTIVES

Appraise each tract of State land in the year prior to lease renewal.

Identify tracts with problems and institute management necessary to protect and improve State resources.

Develop further information concerning the potential of all State tracts to determine optimum use.

Complete the selection of Federal lands still due the State.

RECLAMATION PROGRAM

● GOAL

Assure that lands disturbed by mining are reclaimed to a productive and beneficial use; that water quality is not degraded by exploration or mining activity; and that archaeologic and historic values are preserved.

DEPARTMENT OF STATE LANDS

● OBJECTIVES

Adequately cope with reclamation problems associated with expanding coal strip mining activity in eastern Montana.

Gather additional data relevant to specific reclamation problems.

Establish an office in southeastern Montana so that coal and bentonite mining operations can be inspected frequently.

Work with mining company officials to anticipate reclamation problems and develop solutions before equipment is acquired and earth moving begins.

Draft legislation to correct deficiencies in present statutes.

RESOURCE DEVELOPMENT PROGRAM

● GOAL

Develop or improve State grant lands to increase returns to the trust and to restore or preserve the State land resource.

● OBJECTIVES

Allocate available funds for resource development projects that will maintain or increase the revenue from State lands.

Accumulate resource information on tracts of State land to assure optimum use.

Institute action to secure title to lands claimed by the State.

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